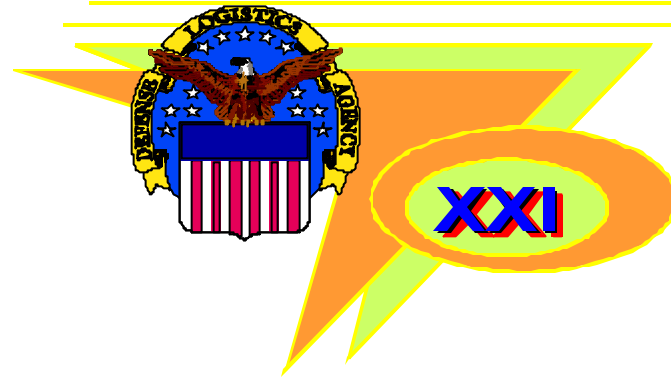**Defense Contract Management Command**

DCMC Mid-Year
Mission Management Review
(MMR)

June 24, 1999

FY 99 Performance Plan

Goal 1 – Deliver great customer service.	DCMC	East	West	Int'l
● **Objective 1.1 – Provide the right item at the right time for the right price.**				
● **(1.1.1) Increase the percentage of conforming items compared to the FY 98 result.**	Red	N/A	N/A	N/A
● **(1.1.2) Improve on-time delivery by 5 percentage points.**	Green	Yellow	Green	N/A
● **(1.1.3) Reduce the number of line item schedules delinquent for one year or less by 10%. Reduce the number of line item schedules delinquent over a year by 75%.**	Green	Red	Red	N/A
● **(1.1.4) Establish a baseline for the ratio of delay notices issued versus the number of schedules being delinquent. (Investment Goal)**	N/A	N/A	N/A	N/A
● **(1.1.5) Reduce the percentage of contracts that have exceeded their cost or schedule goals by more than 10% over the FY 98 baseline.**	Green	Green	Red	Green
● **(1.1.6) Ensure timeliness of Class I ECP implementation by reducing Class I ECP cycle time by 5% from the FY 98 average.**	Red	Green	Red	Red
● **(1.1.7) Reserved.**	N/A	N/A	N/A	N/A
● **(1.1.8) Ensure 95% of Alerts Customer Priority Surveillance System (CPSS) Requests are responded to within the timeframe specified by the customer.**	Yellow	Red	Yellow	N/A

FY 99 Performance Plan (Continued)

Goal 1 – Deliver great customer service. (Continued)	DCMC	East	West	Int'l
• Objective 1.2 – Team with our business partners to achieve customer results.				
• (1.2.1) Achieve and sustain a customer satisfaction rating of 5 or greater for 90% of the overall customer base.	Green	N/A	N/A	N/A
• (1.2.2) Refine the Customer Satisfaction Implementation Plan. (Investment Goal)	Green	N/A	N/A	N/A
• (1.2.3) Achieve a satisfaction rating of 5 or better for 90% of all Early CAS customers surveyed.	Green	N/A	N/A	N/A
• (1.2.4) Reserved.	N/A	N/A	N/A	N/A
• (1.2.5) Ensure 85% of canceling funds do not cancel.	Yellow	Yellow	Green	Green
• (1.2.6) Schedule, complete, and maintain analytical assessments on 450 CAGES in FY 99.	Green	Green	Green	Red
• (1.2.7) Maintain formal Preaward Survey (PAS) Timeliness at 95% on-time rate.	Green	Green	Green	N/A
• (1.2.8) Complete 100% of Congressional and OSD suspenses on time.	Yellow	Green	Green	Green

FY 99 Performance Plan (Continued)

Goal 2 – Lead the way to efficient and effective businesses processes.	DCMC	East	West	Int'l
• **Objective 2.1 – Serve as a catalyst for the revolution in business affairs.**				
• **(2.1.1) Achieve final overhead negotiations within a 2 or 3 year cycle for major and non-major contractors respectively.**	Red	Red	Red	N/A
• **(2.1.2) Attain a 96%-100% forward pricing rate coverage at beneficial segments, with a minimum of 68% of beneficial segments covered by FPRAs and the balance covered by FPRRs.**	Green	Green	Green	N/A
• **(2.1.3) Achieve closeout of 75% of other than Firm Fixed Price Contracts, and 90% of Fixed Price Contracts within the FAR mandated timeframes.**	Red	Yellow	Green	N/A
• **(2.1.4) Ensure that 75% of termination dockets are closed within 450 days from the date of termination.**	Green	Red	Green	Green
• **(2.1.5) Reduce the total number of overaged (over 1 year from the date of issuance) CAS noncompliance reports by 40% from the number overaged at the end of FY 98.**	Yellow	Yellow	Green	Green
• **(2.1.6) Improve the effectiveness of Specialized Safety. (Investment Goal)**	N/A	N/A	N/A	N/A
• **(2.1.7) Reduce the year-to-date FY 99 4th quarter composite unit cost for all basic CAS cost pools by 5% from the 4th quarter FY 98 baseline measured at the District level without increasing the other unit cost pools.**	Green	N/A	N/A	N/A
• **(2.1.8) Implement the Unit Cost Implementation Plan. (Investment Goal)**	Green	N/A	N/A	N/A
• **(2.1.9) Implement actions required to institutionalize the IMS at all levels in the Command. (Investment Goal)**	Green	N/A	N/A	N/A
• **(2.1.10) Implement EDW at 80% of designated DCMC sites.**	Green	N/A	N/A	N/A
• **(2.1.11) Ensure that 90% of all GSA leased vehicles in the DCMC fleet meet a minimum utilization rate of 98% (CONUS).**	Red	Green	Green	N/A
• **(2.1.12) Reduce net usable space at non-contractor locations IAW DLAR 5305.2.**	Yellow	Green	Red	N/A

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FY 99 Performance Plan (Continued)

Goal 2 – Lead the way to efficient and effective business processes. (Continued)	DCMC	East	West	Int'l
• Objective 2.1 – Serve as a catalyst for the revolution in business affairs. (Continued)				
• (2.1.13) Reduce the quantity of high-grade positions (GS 14, 15, and SES) throughout DCMC to 499.	Green	N/A	N/A	N/A
• (2.1.14) Increase the ratio of civilian employees to civilian supervisors to 14:1.	Yellow	Red	Red	Red
• (2.1.15) Achieve and maintain the percentage of overage undefinitized contract actions at 10% or less.	Red	Red	Red	N/A
• (2.1.16) Improve Negotiation Cycle Time.	Green	Green	Green	N/A
• (2.1.17) Maintain the percentage of on-time contractual aircraft deliveries for all new manufactured, modified, and contractually maintained aircraft under the cognizance of DCMC Flight Operations at 90% or greater.	N/A	N/A	N/A	N/A
• (2.1.18) Engage in activities to ensure complete and accurate reporting of Cost Savings and Cost Avoidances. Return on Investment (ROI). (Investment Goal)	Green	N/A	N/A	N/A
• (2.1.19) Achieve and maintain PLAS reporting rate of at least 98% of the paid hours for DCMC HQ, each District staff, and all CAOs.	Green	Green	Green	Green

FY 99 Performance Plan (Continued)

Goal 2 – Lead the way to efficient and effective businesses processes. (Continued)	DCMC	East	West	Int'l
• Objective 2.2 – Accelerate acquisition reform by applying commercial processes and practices.				
• (2.2.1) Increase the number of paperless transactions to 90% of all transactions occurring in the Progress Payment, Material Inspection and Receiving Report (DD 250), and contract closeout processes assigned to DCMC during FY 99. (Supports MRM #2).	Red	N/A	N/A	N/A
• (2.2.2) Increase the amount of excess property disposed of by 20% over FY 98 (Supports MRM #5) .	Yellow	Yellow	Yellow	Green
• (2.2.3) Reduce the amount of Lost, Damaged and Destroyed (LDD) Government property.	Green	Green	Red	Green
• (2.2.4) Identify and eliminate policies and procedures that restrict the movement from parts inspection to supplier excellence. (Supports MRM #10.) (Investment Goal)	Green	N/A	N/A	N/A
• (2.2.5) Reserved.	N/A	N/A	N/A	N/A
• (2.2.6) Reserved.	N/A	N/A	N/A	N/A
• (2.2.7) Reserved.	N/A	N/A	N/A	N/A
• (2.2.8) Reserved.	N/A	N/A	N/A	N/A
• (2.2.9) Reserved.	N/A	N/A	N/A	N/A
• (2.2.10) Reserved.	N/A	N/A	N/A	N/A

FY 99 Performance Plan (Continued)

Goal 2 – Lead the way to efficient and effective business processes. (Continued)	DCMC	East	West	Int'l
• Objective 2.3 Leverage information technology to improve business results.				
• (2.3.1) Reserved.	N/A	N/A	N/A	N/A
• (2.3.2) Implement the Information Technology (IT) Implementation Plan. (Investment Goal)	Green	N/A	N/A	N/A
• (2.3.3) Reserved.	N/A	N/A	N/A	N/A

FY 99 Performance Plan (Continued)

| Goal 3 – Enable DCMC people to excel.	DCMC	East	West	Int'l
• Objective 3.1 – Invest to develop and sustain the right talent.				
• (3.1.1) Achieve a training investment level of at least 1.5% of gross payroll costs.	Yellow	N/A	N/A	N/A
• (3.1.2) Develop IDPs for 100% of DCMC employees.	N/A	N/A	N/A	N/A
• (3.1.3) Achieve a 95% utilization rate for DAU quotas received.	Green	Green	Yellow	Green
• (3.1.4) Increase the percentage of personnel that are DAWIA certified to level I (70%), level II (90%), and level III (98%).	Red	Red	Red	Yellow
• (3.1.5) Implement the Training Implementation Plan. (Investment Goal)	Green	N/A	N/A	N/A
• (3.1.6) Achieve a benchmark standard of 40 training hours per employee.	Green	Green	Green	Green

FY 99 Performance Plan (Continued)

Goal 3– Enable DCMC people to excel.	DCMC	East	West	Int'l
• Objective 3.2 – Build and maintain a positive work environment.				
• (3.2.1) Achieve 100% closure of formal EEO complaint cases within the DLA cycle time of 112 days.	N/R	Yellow	Red	Green
• (3.2.2) Increase the number of EEO (formal and informal) complaint cases referred for ADR within the EEO process.	N/R	Green	Green	Green
• (3.2.3) Complete 100% of civilian performance appraisals and military evaluation reports on time.	Yellow	Green	Green	Green
• (3.2.4) Improve 7 of the Top 10 Command-wide areas for improvement identified through the FY 1997 Internal Customer measurement.	Yellow	N/A	N/A	N/A
• (3.2.5) Unfair Labor Practices (ULP) and Grievances filed with zero final decisions rendered against DCMC Command-wide.	Green	Green	Green	Green

1.1.1-Increase the % of Conforming Items Over Average for 4th Qtr FY 98

- **Task Description: Increase the percentage of conforming items (number of lab test successes divided by number of lab test opportunities) compared to the 4th Qtr FY 98 result**

- **Goal/Target: Increase the % of conforming items delivered to our customers**

- **Current Status: RED**

- **Description of Progress To Date: We have been unable to increase the % of conforming items. Third Qtr FY 98 was 94.3. Current 6 month RA is 94.2**

- **Anticipated Problems: Navy Special Emphasis Programs make up most of lab results.Until these improve,no progress anticipated.**

- **Prediction of EOY Status/Position:RED**

1.1.1-Increase the % of Conforming Items Over Average for 4th Qtr FY 98
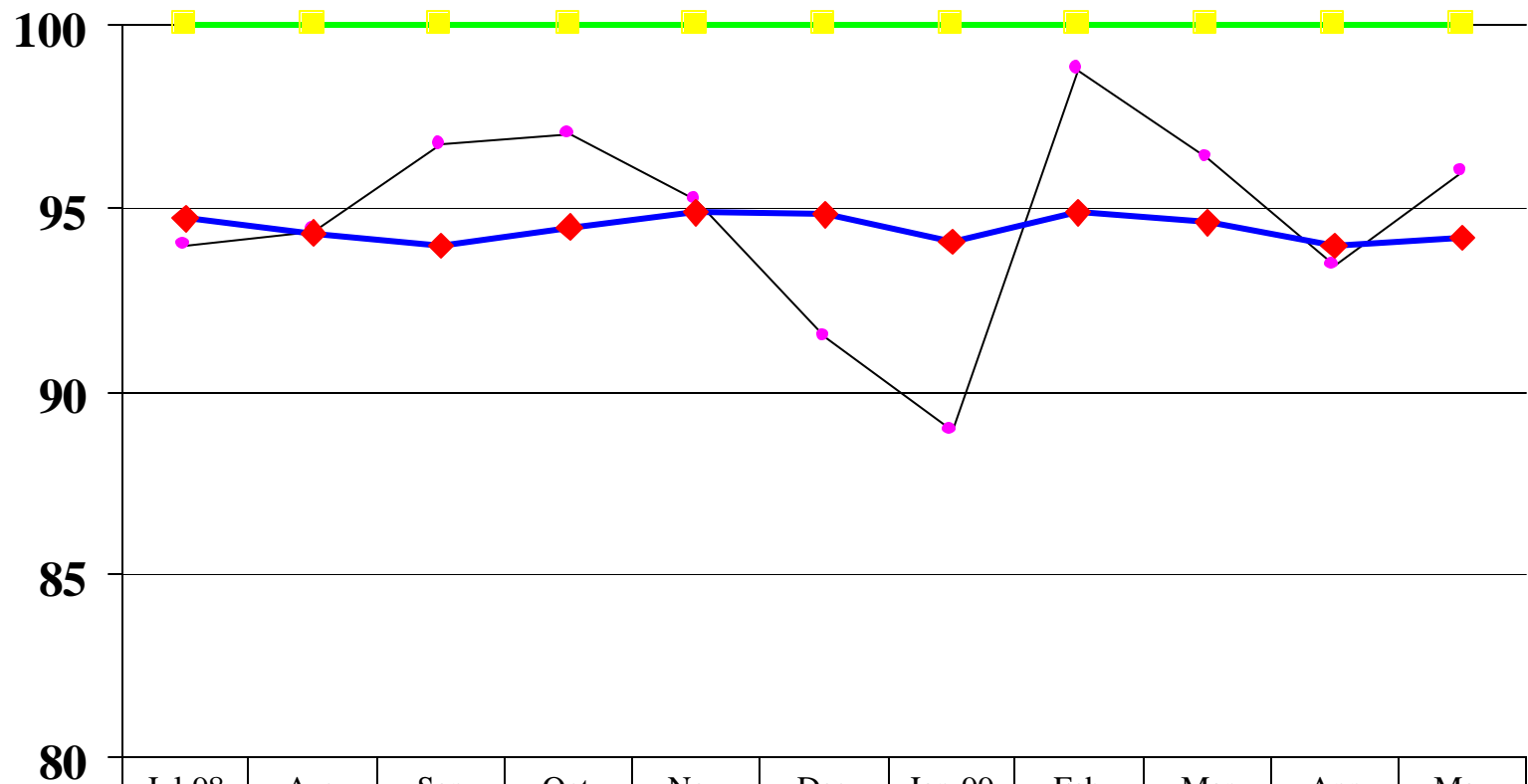
	Jul-98	Aug	Sep	Oct	Nov	Dec	Jan-99	Feb	Mar	Apr	May
—×— NSNs Examined	217	231	150	166	166	141	135	163	164	178	184
—*— NSNs w/unuseables	13	13	5	5	8	12	15	2	6	12	8
—•— % Conforming NSNs	94	94.4	96.7	97	95.2	91.5	88.9	98.8	96.4	93.4	96
—◆— % Conforming 6 MRA*	94.7	94.3	94	94.5	94.9	94.8	94.1	94.9	94.6	94	94.2
—■— Target or Goal	100	100	100	100	100	100	100	100	100	100	100

* 6 MRA = 6 month rolling average

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1.1.1-Increase the % of Conforming Items Over Average for 4th Qtr FY 98

Process Driver Hierarchy

```
                    Right Item %Conforming Product
                     /                    \
            Contract 1.1              Contractor 1.2
                                      /            \
                      Quality History 2.1    Manufacturing Processes 2.2
                                               /                \
                                    DCMC Oversight 3.1    Technical Capability 3.2
                          /            |            |              \
                Risk Analysis 4.1  Process Proofing 4.2  Product Audits 4.3  Corrective Actions 4.4
```
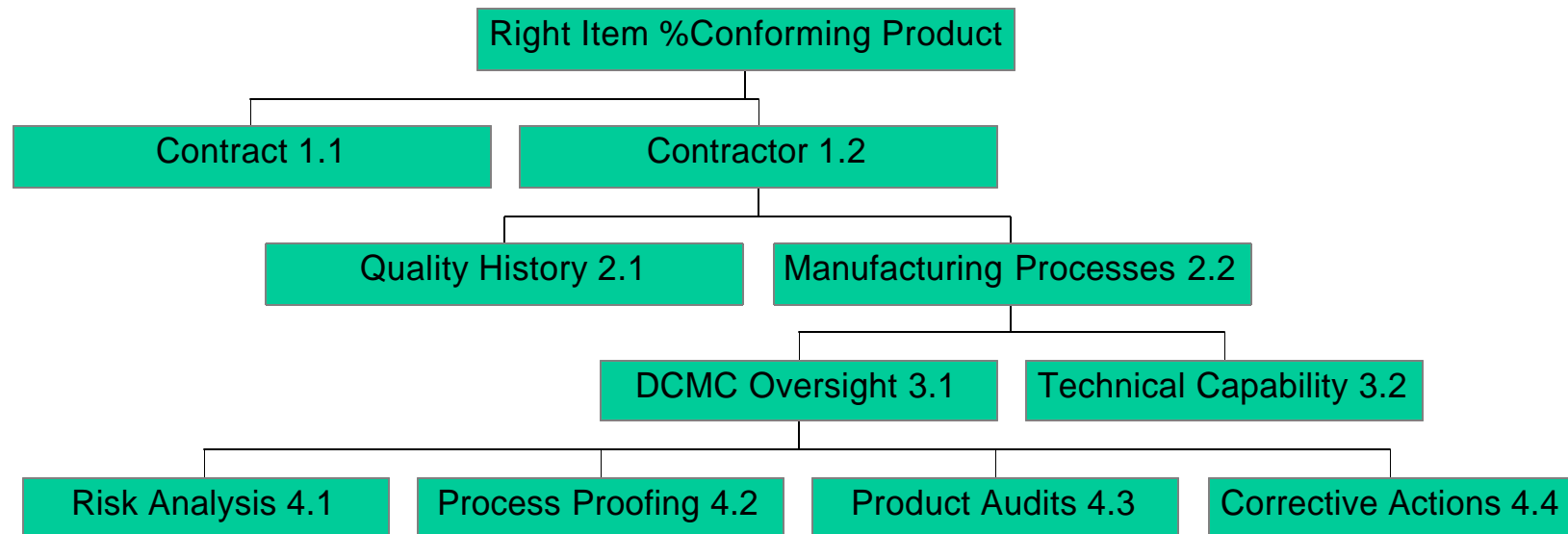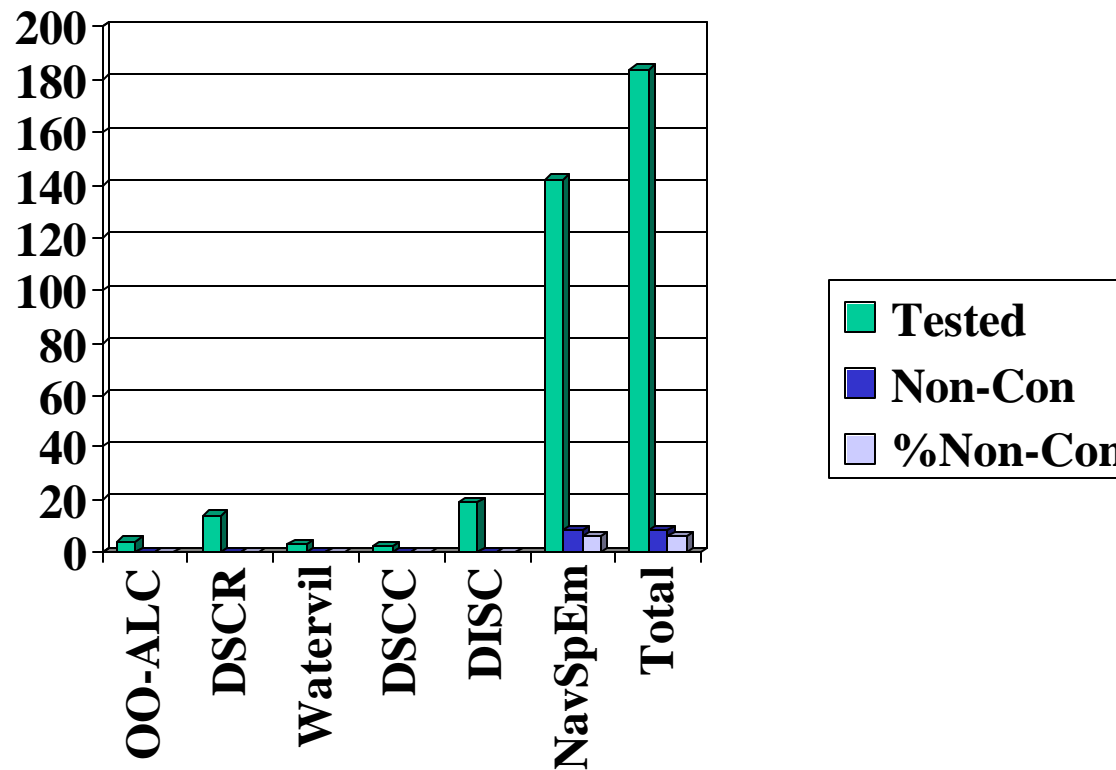
Note: Additional effort by the CAOs to correct unique problems in the process drivers for the lowest level.

1.1.1-Increase the % of Conforming Items Over Average for 4th Qtr FY 98

Root Cause

Navy Special Emphasis (NavSpEm) Programs make up large part of the sample population (avg. 77% last 12 months) The only way to improve the metric is to improve NavSpEm reject rate.

Navy Special Emphasis Programs (NSEPs) Get Well Plan

- *Increase in Portsmouth Naval Shipyard (PNSY) Receipt Inspection Reject Rate due to new PNSY management's not following NAVICP's policy on Deficient Reporting Instructions, dated Sept. 15, 1998*

- Both Districts have implemented Get Well Plans as follows:

   DCMDE's Goal to Reduce LI/SS/NPM reject rate to 3%, by:

   - Performing Risk Assessments using the Quarterly Reject Rate reports.

   - Performing Audits/OJT on High Risk Contractors (over 5% reject rate).

   - Reviewing CAO PQDR responses, signed by the CAO Commander.

   - District Coordinators conducting NSEP Awareness Briefings at CAO all hands meetings - 6 conducted to date.

   - Conducting NSEP Training:
      - Last QTR - Three R70 & One U20 course (92 QARs received R70, 20 QARs received U20 training)
      - Next QTR - 2 R70 courses (40 QARs to be trained)

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Navy Special Emphasis Programs (NSEPs) Get Well Plan, con't.

- DCMDW NSEP Coordinators/Monitors will:
  - **Schedule Plant Visits to suppliers who have received PQDRs for LI/SS/NPM shipments made within the past two years.)**
    - **Discuss the PQDRs with the responsible supplier personnel and the assigned DCMC QA personnel.**
  - **Audit and evaluate the Supplier's Material Certification Review Process.**
    - **Corrective Actions or Continuous Improvement Opportunities will be discussed with the Supplier.**
  - **Evaluate the QAR's QA program to the One Book requirements.**
    - **Schedule training sessions (i.e., R70, U20 or U21) as needed.**

- HQ NSEP Program Manager to monitor Get Well Plans

NSEP WORKLOAD

(As of January 1999)

DCMDE:	#	%	$ Value	% of $
• LI/SS Contractors -	60	80.1%		
• LI/SS Contracts -	288	85.2%	$10, 494,681	83.5%
• NPM Contractors -	186	82.7%		
• NPM Contracts -	1,795	90.4%	$40,629,251	90.4%

DCMDW:				
• LI/SS Contractors -	14	19.9%		
• LI/SS Contracts -	50	14.8%	$ 2, 067,763	92.8%
• NPM Contractors -	39	17.3%		
• NPM Contracts -	191	9.6%	$ 3, 187,335	9.6%

NSEP WORKLOAD

(As of June 1999)

DCMDE:	#	%	$ Value	% of $
• LI/SS Contractors - 30		93.7%		
• LI/SS Contracts - 224		99.1%	$4,978,460	95.1%
• NPM Contractors - 151		75.1%		
• NPM Contracts - 2,098		91.9%	$45,799,332	93.1%

DCMDW:				
• LI/SS Contractors - 2		6.3%		
• LI/SS Contracts - 2		.9%	$257,552	4.9%
• NPM Contractors - 50		24.9%		
• NPM Contracts - 170		8.1%	$3,420,742	6.9%

1.1.1 Increase the % of Conforming Items

ID	ℹ	Task Name	1996			1998				2000				2002				20	
			Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul	Jan	Jul
1		**Revise Metric**																	
2		**Start up AMS system**																	
3	✓	Start data entry																	
4		Anal Data in AMS																	
5	✓ 📝	**Revise MMR Charts**																	
6	✓	Brief Management																	
7	✓	**New Sampling plans for labs**																	
8	✓	Meet with lab managers																	
9		**Anal.of Data**																	
10		Anal.PQDR Investigations																	
11		Pareto Drivers																	
12		Investigate Fixes																	
13		Implement Fixes																	

1.1.2 - Improve On Time Deliveries

- **Task Description:** Improve the percent of on-time deliveries compared to Jun-Aug 98 baseline by 5%.
- **Goal/Target:** 63% On-Time Deliveries
- **Current Status:** 61% On-Time Deliveries
- **Description of Progress to Date**
  - Guidance on maintaining MOCAS delivery data developed
  - One Book policy using risk based management and contractor surveillance developed.
  - Impromptu queries detailing contractor/CAO/ performance distributed.
- **Anticipated Problems:** Improvement slope will fall short.
- **Prediction of EOY Status/Position:** Green/63%
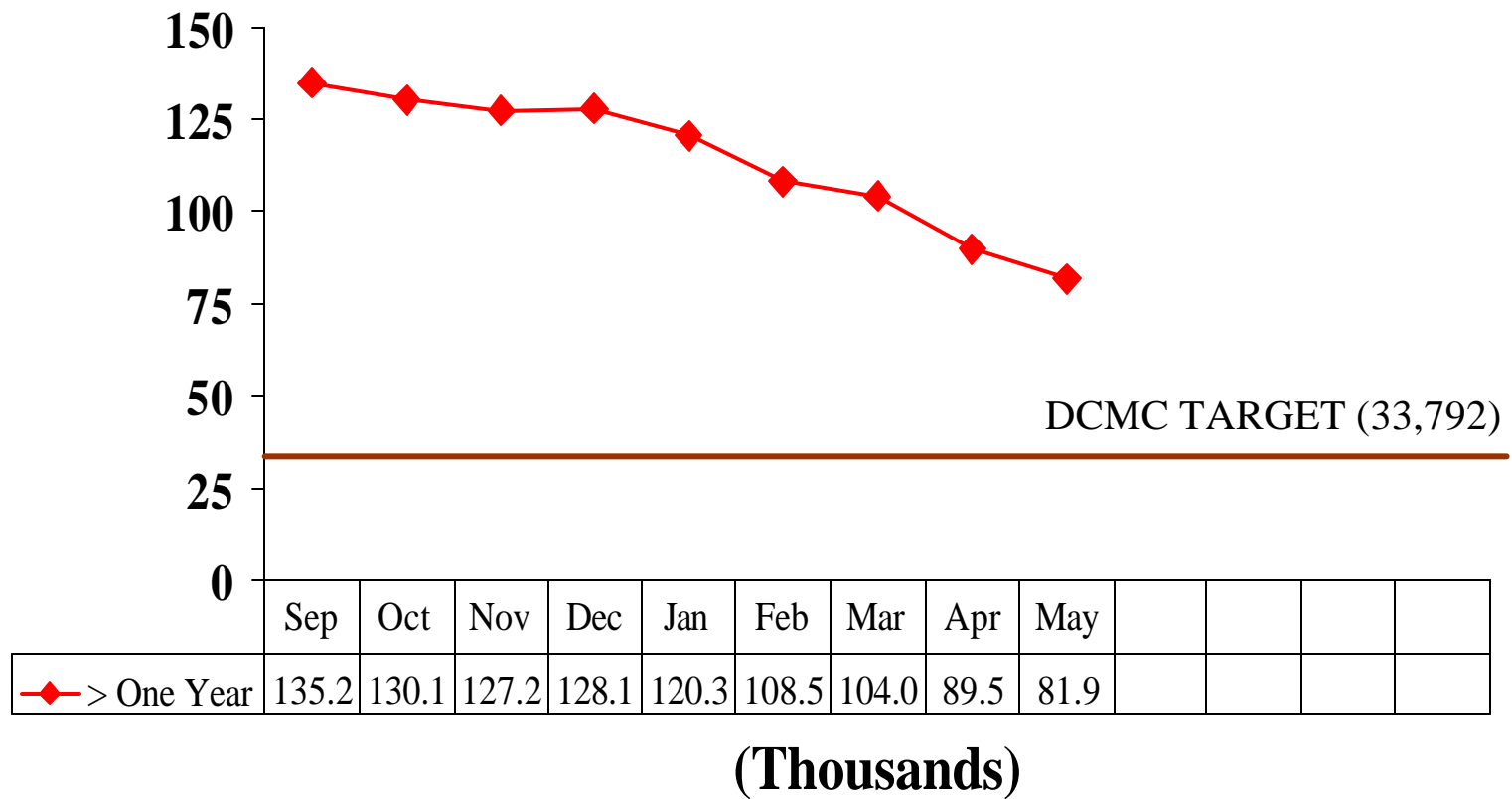
1.1.2 Improve the Percentage of On Time Deliveries

Percent (%)

	Sep	Oct	Nov	Dec	Jan-99	Feb	Mar	Apr	May			
DCMC ACTUAL	39.4	55.4	46.26	52.55	54.44	59	60	60	61			
DCMC TARGET	63	63	63	63	63	63	63	63	63			

20
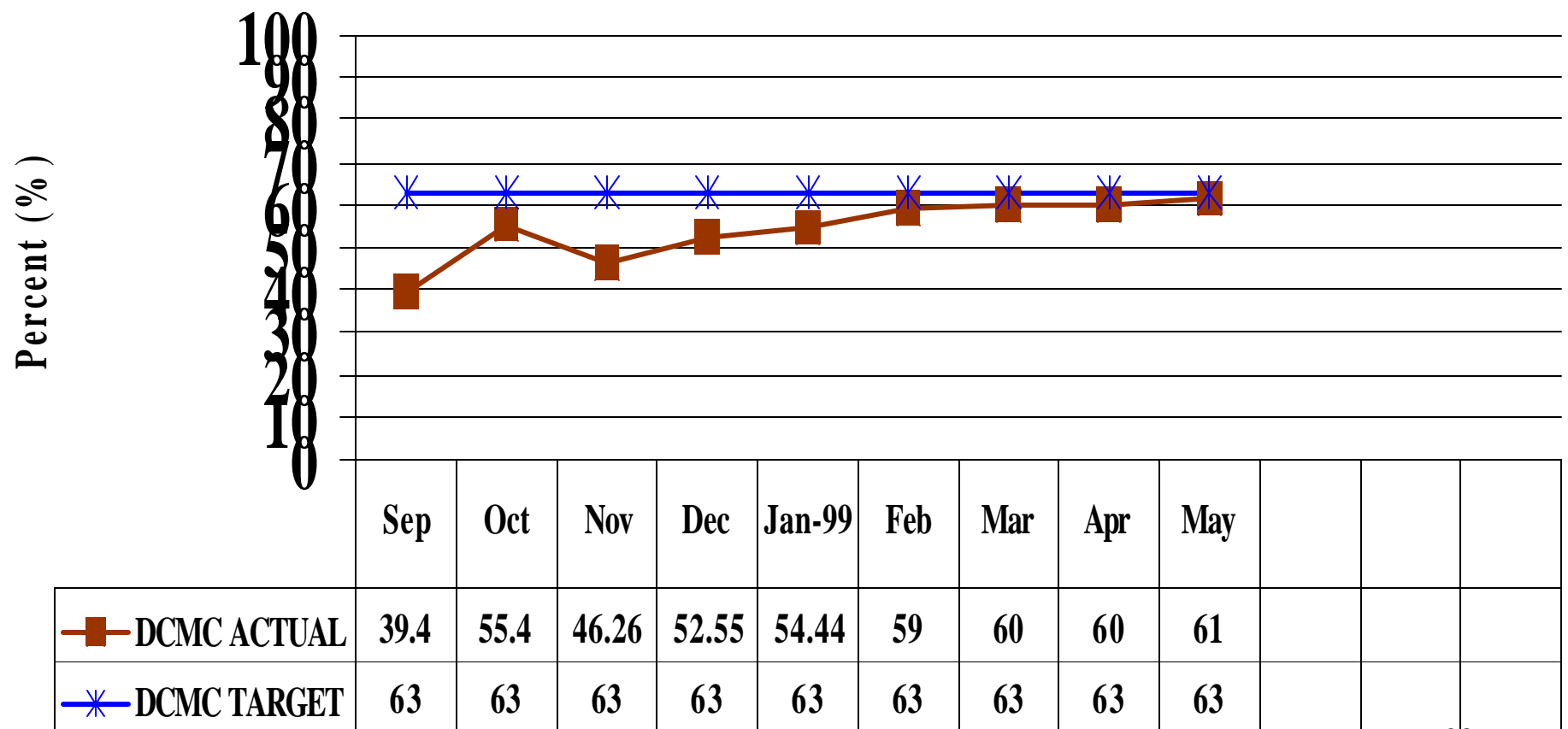
1.1.3 - Reduce the Number of Outstanding Delinquencies

- **Task Description**: Reduce delinquencies less than one year late by 10% and eliminate 75% of delinquencies more than a year old.

- **Goal/Target**: Reduce delinquencies over a year late from 135,167 to 33,792. Reduce delinquencies one year late or less from 116,118 to 104,507.

- **Current Status**: 81,047 > 1 yr (-40 %); 81,967 <= 1 yr (-29%)

- **Description of Progress to Date**:

  - Guidance on maintaining MOCAS delivery data developed

  - One Book policy using risk based management and contractor surveillance developed.

  - Impromptu queries detailing contractor/CAO/ performance distributed

- **Anticipated Problems:** Improvement slope will fall short

- **Prediction of FYE Status**: Green

Performance Goal 1.1.3
Reduction of Delinquencies <= 1 Year Late

DCMC TARGET (104,507)

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May		
◆ <= 1 year	116.1	111.5	116.4	116.6	108.8	96.3	91.8	84.3	81		

Thousands

Performance Goal 1.1.3
Reduction of Delinquencies > 1 Year Late

DCMC TARGET (33,792)

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May				
◆— > One Year	135.2	130.1	127.2	128.1	120.3	108.5	104.0	89.5	81.9				

(Thousands)
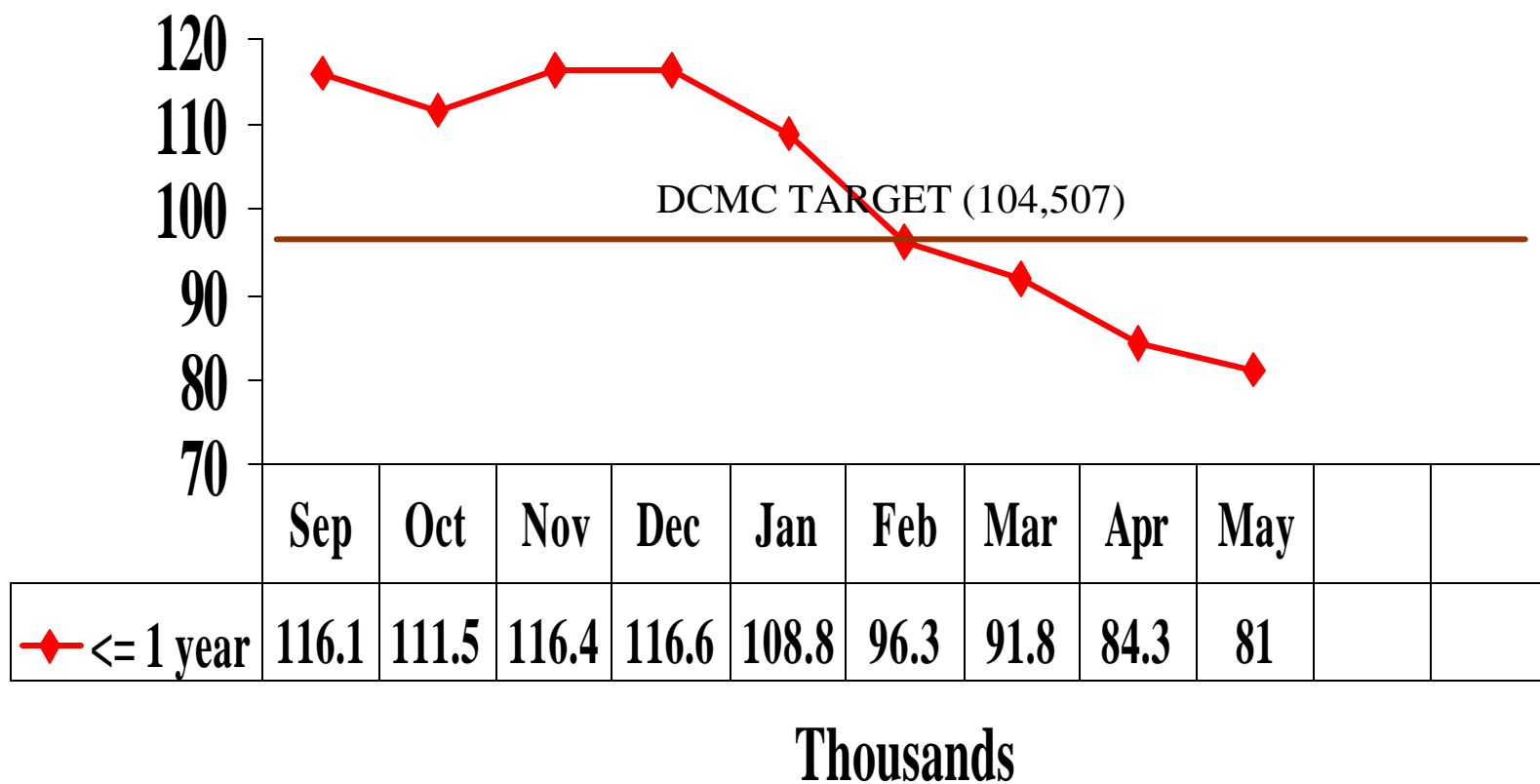
Performance Goal 1.1.3
Reduce Outstanding Delinquencies

- ## DCMC-O Strategy
    - ➢ Publish guidance for efficiently eliminating "paper delinquencies" and moving contracts into physically complete status.
    - ➢ Enhance software tools (cubes & queries) to allow for efficient management of performance.
    - ➢ Verify process drivers/Root causes. Identify best practices at top CAOs.

1.1.3 Reduce the Number of Delinquencies Pacing CAOs (> One Year Late)

HIGH		LOW	
CHICAGO	-45.00%	CLEARWATER	14.27%
SAN ANTONIO	-43.50%	BELL HELICOPTER/TEXTRON	13.85%
STEWART-STEVENSON	-35.55%	ORLANDO	12.07%
HUGHES-TUCSON	-35.48%	BIRMINGHAM	11.43%
AMERICAS (INTERNATIONAL)	-30.88%	PITTSBURGH	8.01%
SAN FRANCISCO	-29.99%	LONG ISLAND	7.11%
ST. LOUIS	-29.71%	GRUMMAN AEROSPACE	5.83%
INDIANAPOLIS	-26.35%	SAN DIEGO	5.14%
TWIN CITIES	-22.47%	PHOENIX	4.24%
NEW YORK	-22.07%	SEATTLE	3.66%

1.1.3 Reduce the Number of Delinquencies
Pacing CAOs (<= One Year Late)

HIGH		LOW	
PACIFIC	-68.28%	BALTIMORE(VA)	72.28%
DENVER	-35.49%	E-SYSTEMS	41.11%
CHICAGO	-34.32%	GTE	29.84%
GRUMMAN AEROSPACE	-33.53%	PITTSBURGH	29.13%
CLEVELAND	-30.63%	AMERICAS	28.83%
SOUTHERN EUROPE	-29.43%	PRATT &WHITNEY West Palm Beach	12.79%
DAYTON	-28.76%	TWIN CITIES	18.42%
SAN ANTONIO	-28.01%	ORLANDO	12.43%
DOUGLAS AIRCRAFT -LONG BEACH	-25.95%	STEWART & STEVENSON	11.62%
MCDONNELL DOUGLAS-ST LOUIS	-25.32%	BOSTON	11.53%

1.1.5 - Percentage of Contracts that have Exceeded their Cost or Schedule Goals

- **Performance/Investment Goal Title:** Schedule Slippages and Cost Overruns on Major DoD Programs
- **Goal/Target:** FY98 Baseline determined by using final three months of FY98 Data (15.9% for schedule and 14.8% for cost).
- **Current Status:** Green
- **Description of progress to date:** Tasking Memorandum 99-73 has resulted in a marked improvement in the data accuracy.
- **Anticipated problems:** Continue to work with data to identify opportunities for improvement
- **Prediction of EOY status:** Green
- **HQ Process Owner:** William Gibson

Schedule Slippages
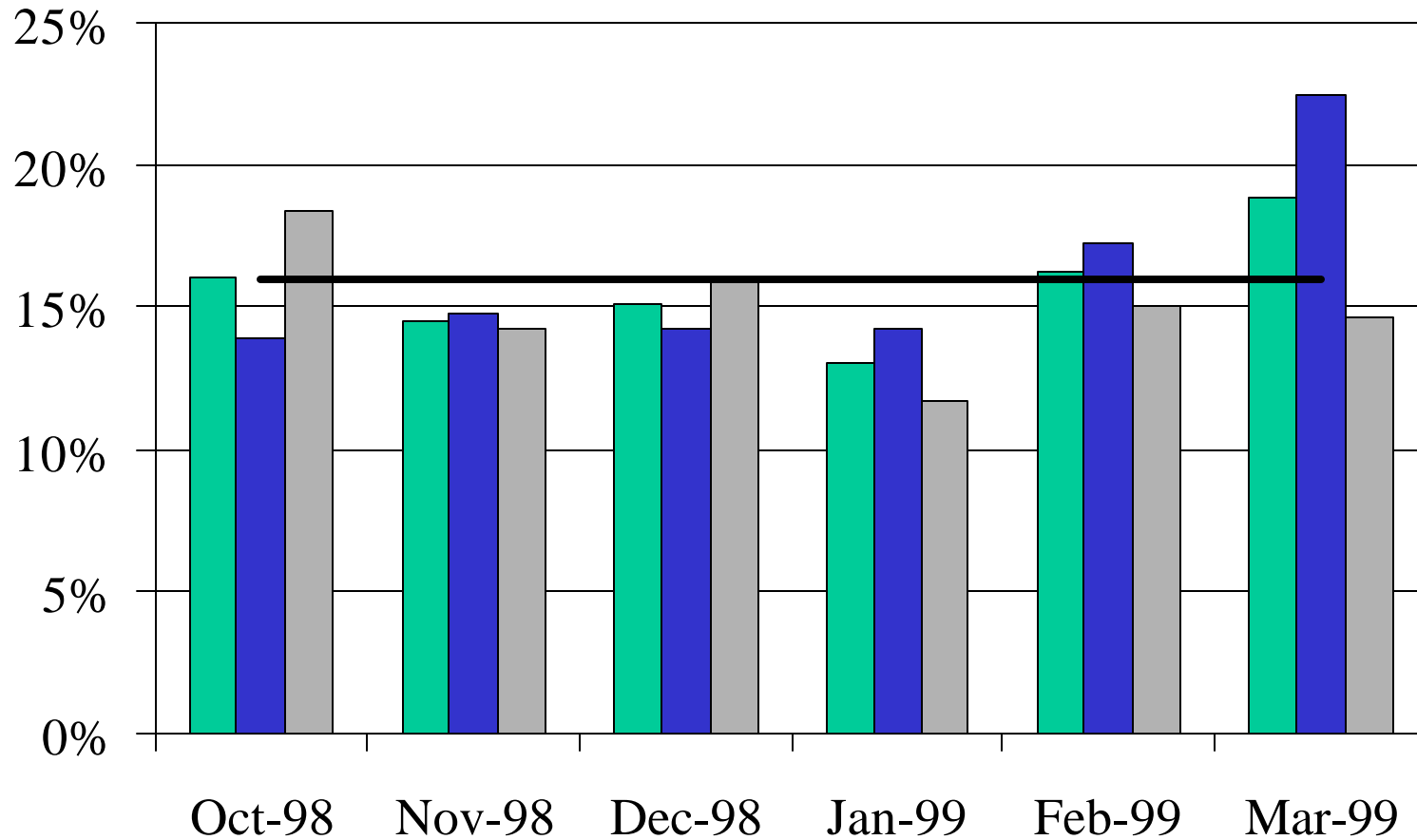
Legend: DCMC, DCMDW, DCMDE, FY98 Baseline

Cost Overruns

Legend: DCMC, DCMDW, DCMDE, FY98 Baseline

29
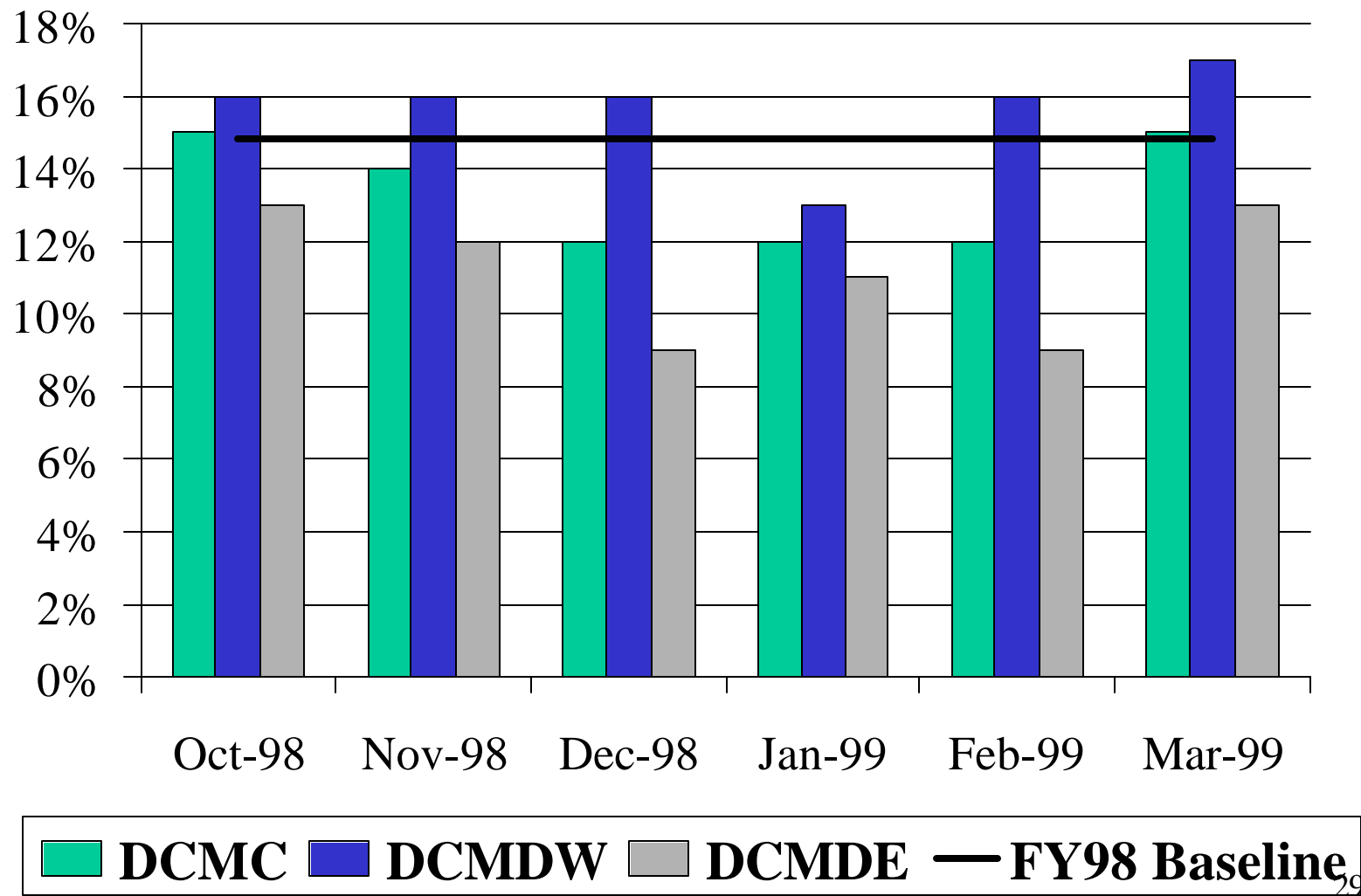
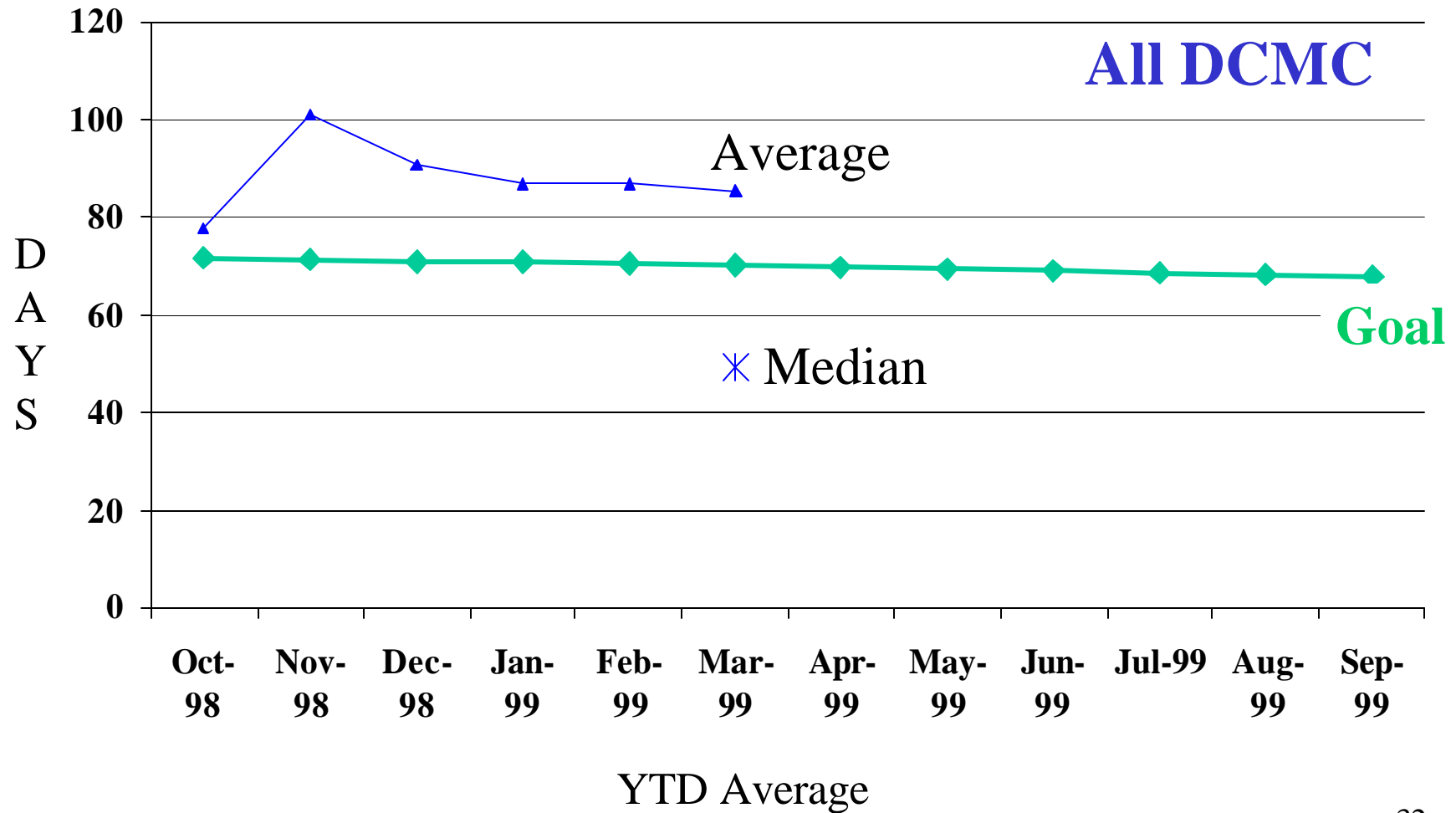# Cost and Schedule Drill Down

Top Twenty Poor-Performing Programs

PATRIOT PAC-3	BMDO
THAAD	BMDO
F-22	Air Force
SADARM	Army
SFW	Air Force
JSTARS	Air Force
SH-60R	Navy
JSIPS	Air Force
ATIRCM/CMWS	Army
Navy Area TBMD	BMDO
GBS	Air Force
JPATS	Air Force
NMD	BMDO
MIDS- LVT	Navy
LPD 17 Class	Navy
STDMSL BLOCK IV	Navy
JDAM	Air Force
JSTARS GSM	Army
BRADLEY Upgrade	Army
MLRS UPGRADE	Army
C-130J	Air Force

Bar chart titled "Drivers": 21%, 19%, 15%, 14%, 14%, 5%, 4%, 4%, 2%

Legend:
- High risk software
- Ineffective sub-kt mgmt
- Vague reqts
- Inneffective EVMS
- Unstable funding
- Lack of GFE/COTS
- Facility issues
- Unplanned n/c material
- Business base decline

Pie chart: Lockheed 33%, Boeing 19%, Raytheon 16%, Northrop Grumman 8%, Other 24%

30
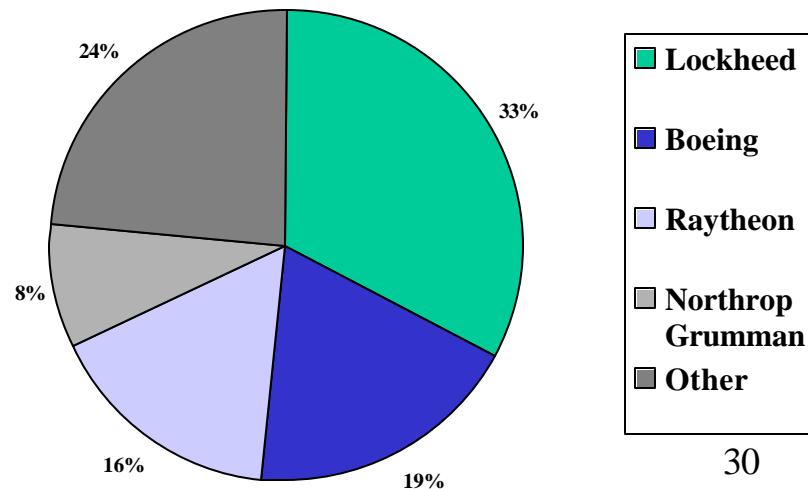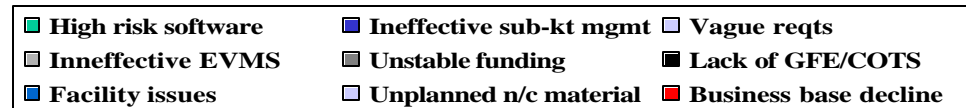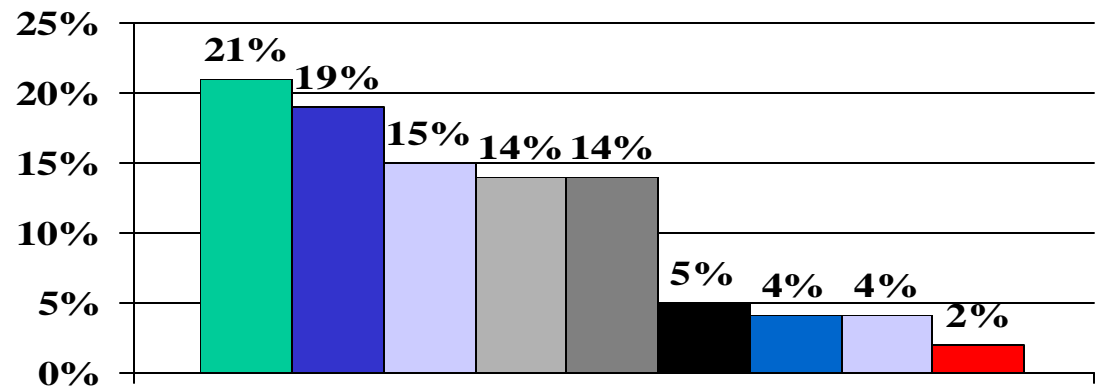
1.1.6 - ECP Cycle Time

- **Task Description:** Ensure timeliness of Class I ECP implementation by reducing cycle time (contractor submission to Procuring Contracting Officer (PCO) disposition)

- **FY 99 Goal**: 68 days "**Average ECP Cycle Time**" in days.

- **Current Status:** **85 days, RED**

- **Description of Progress to Date:** Our collected data pertains to at least **two processes, which could be separated to help us better manage our process.**

  1. Tech. & Admin. Issues.
  2. Programmatic & Budgetary Issues.

- **Anticipated Problems:** No additional problems

- **Prediction of EOY Status:** **RED**

1.1.6 Class I ECP Cycle Time

All DCMC

Average

Median

Goal

YTD Average

Cycle Time: Class 1 ECPs
(534 ECPs Dispositioned)

# of ECPs Dispositioned (y-axis, 0 to 125)

Days to Disposition (x-axis: 0, 40, 80, 120, 160, 200, 240, 280, 320, 360, 400, 440, 480, 520, 560, 600, 640, 680, 720, More)

50% of ECP are processed through the PCO in ≤49 Days.

CAO Processing Time average = 24.5 Days.

5 oldest =1045 days ea..
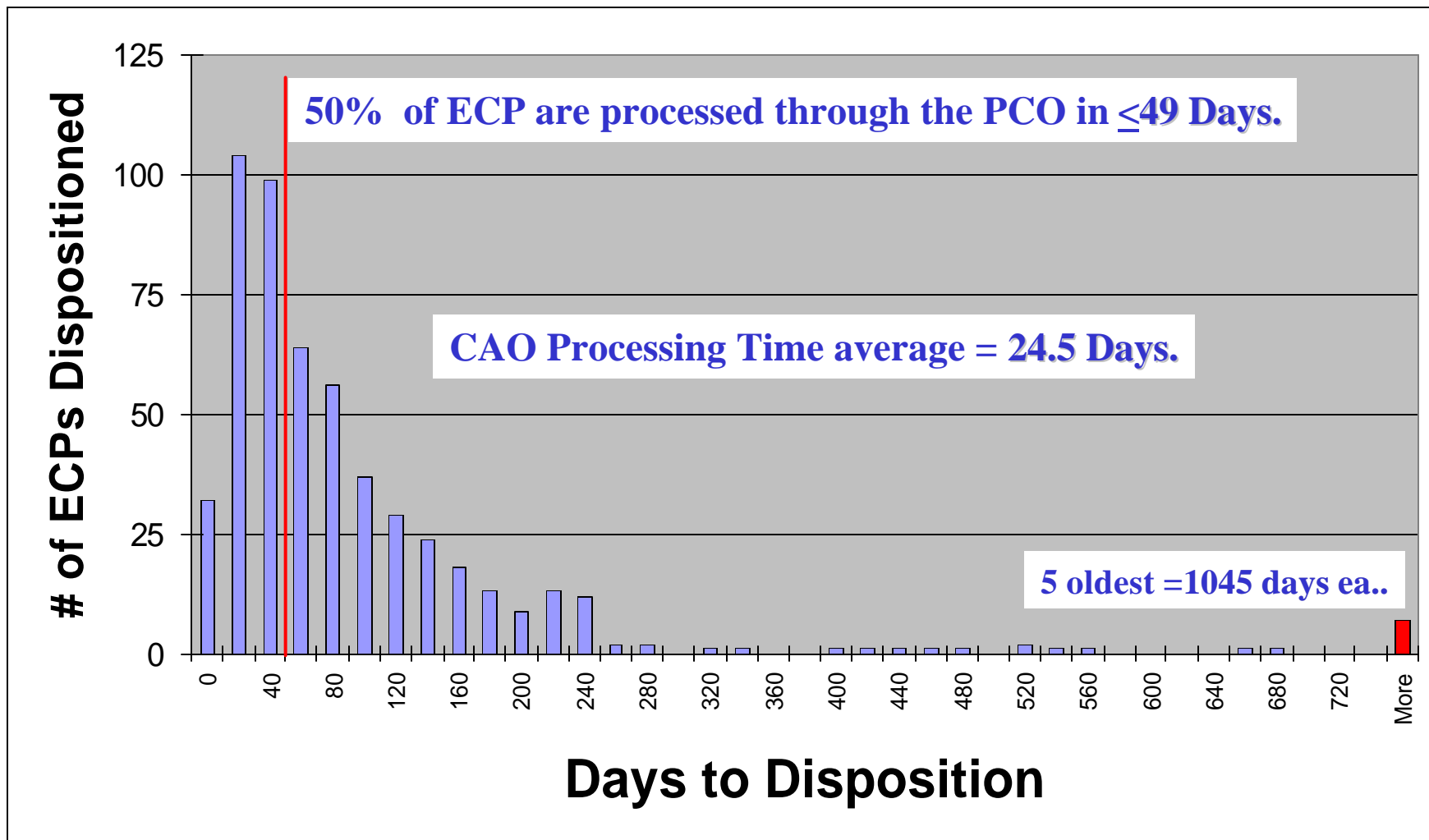
Curve not normally distributed, rather exponentially or Pearson VI

"Age:" Class 1 ECPs
(988 ECPs Pending)

50% of ECPs held pending disposition are ≥300 days old

Oldest 12 pending ECP ≥1200 Days

# of ECPs (y-axis): 0, 25, 50, 75

Age (Days) of ECPs pending/on hold (x-axis): 0, 60, 120, 180, 240, 300, 360, 420, 480, 540, 600, 660, 720, 780, 840, 900, 960, More
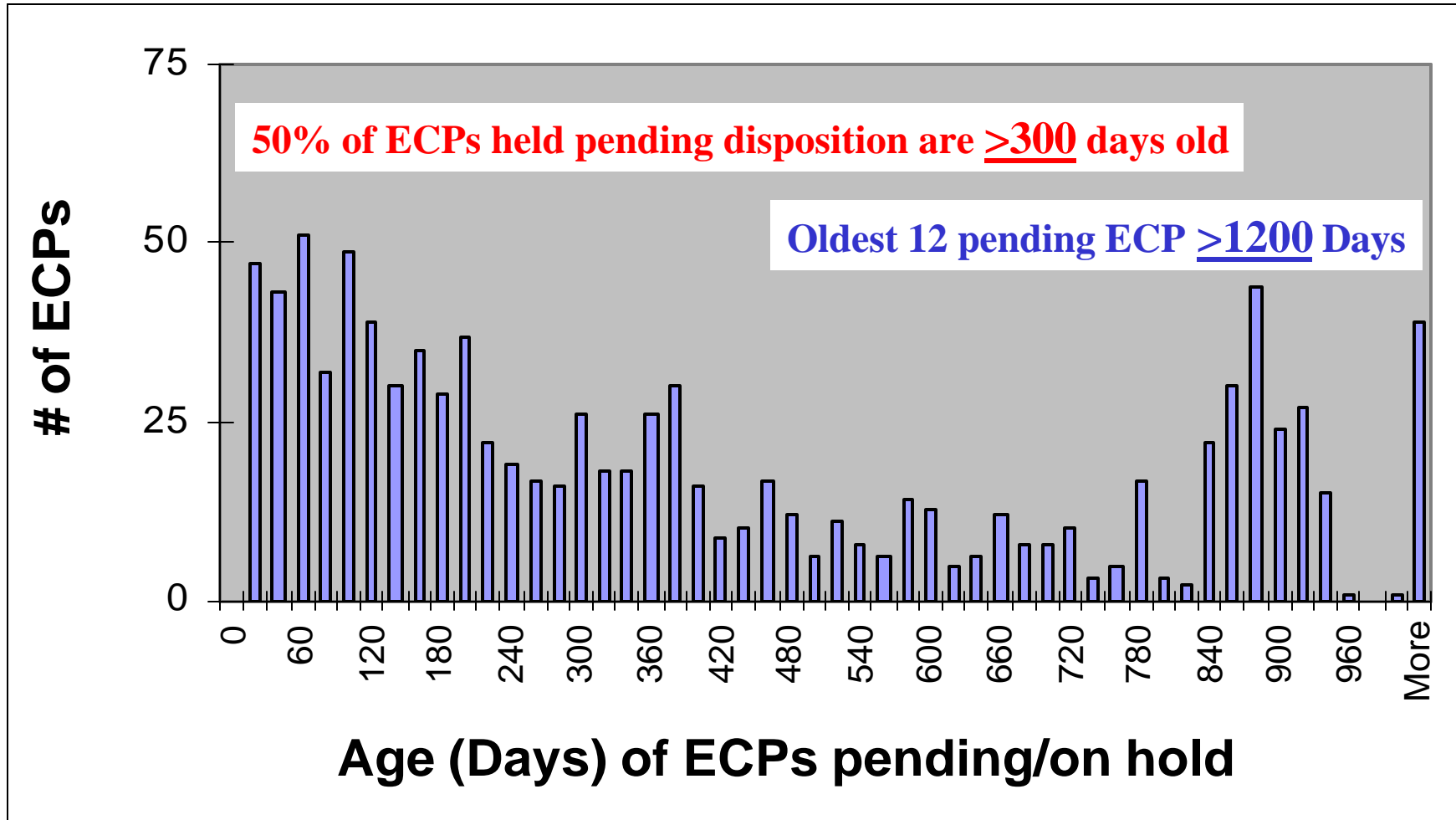
1.1.6 - Discussion

- **ECP's pending PCO disposition are increasing !**
  - **523** in Sep 98; **919** in Jan 99; **988** in March 99. **NAVAIR is Driver.**
  - Programmatic funding & staff workload appear to be the PCOs drivers. Further investigation needed!

- **Current reporting of "Average Cycle Time" metric incorporates two processes.**
  - **Analysis of Variation**
    - Technical and Administrative ECP processing issues (One Book).
    - Programmatic, Political, Budgetary issues. *(Increased Dramatically)*

- **Propose change in view of metric for '00 -** Will take rest of year to get good baseline data for two processes.

New:
1.1.6 Class I ECP Cycle Time

Must renegotiate District & HQ Goals!

Current Average

Current Goal

✳ Median (entire data population)

New Average (C.V. = 0.7 or better)

YTD Average

36
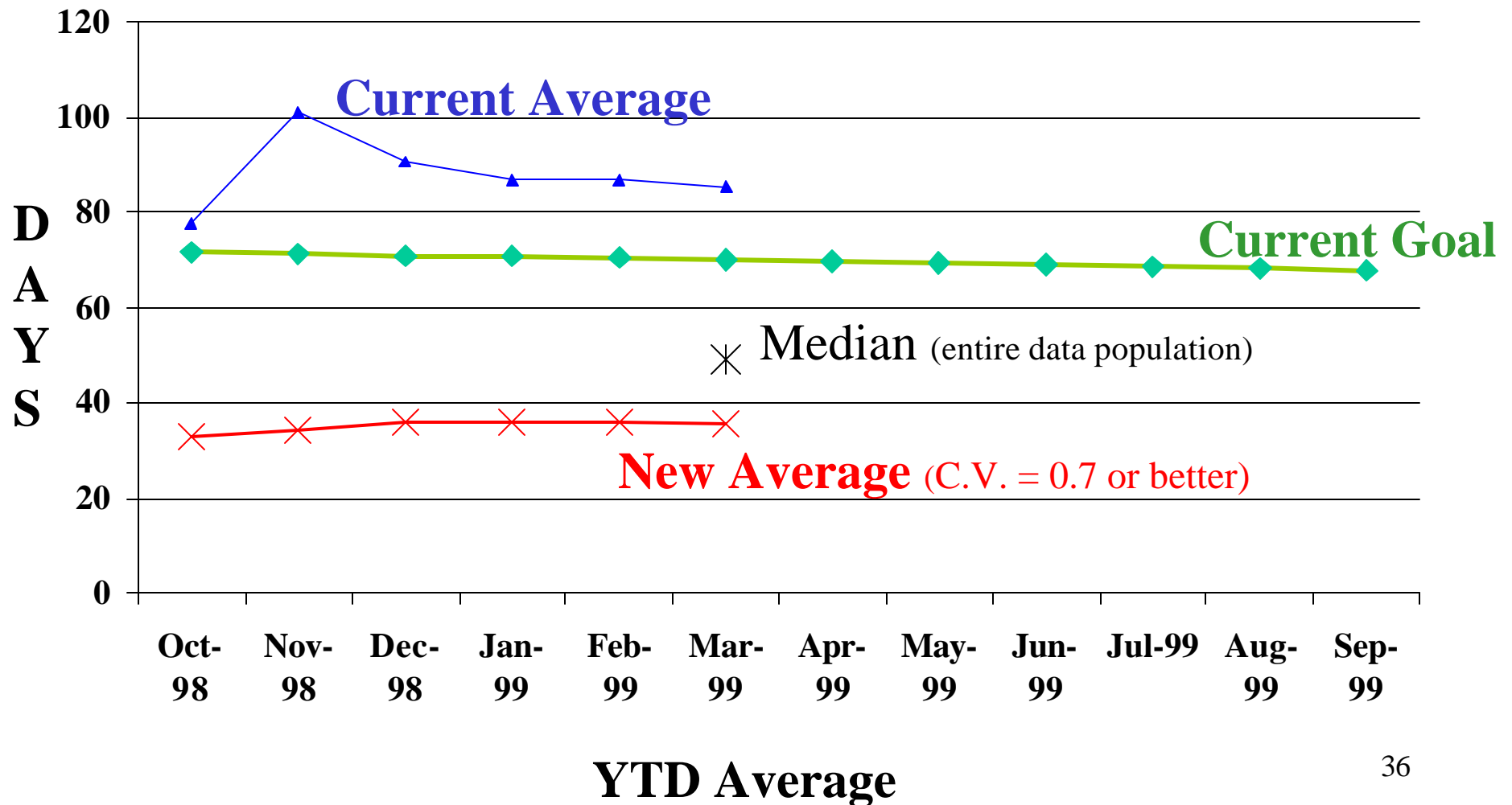
What's being done to bring the average cycle time down?

Technical and Administrative ECP processing issues (One Book).

- Encourage the CAOs to work closely with their buying activities and contractors, with an IPT-type approach: from ECP inception through release of ECP request, and to final buying activity CCB review.
  - such as GDDS Pittsfield, MA, where very short cycle times are shown.

Programmatic & Budgetary issues.

- Identify CAO & Buying Activity for ECP's older than 100-120 days; Reports to PCOs, Program Office & Contractors; and request investigation of specific causes of the long cycle times.
  - **Process Drivers** include: Programmatic funding, staffing priority & workload, block change grouping, foreign military review, milestone decisions, Flight Safety, test requirements, ...

CAO:
Highest ECP Cycle Time
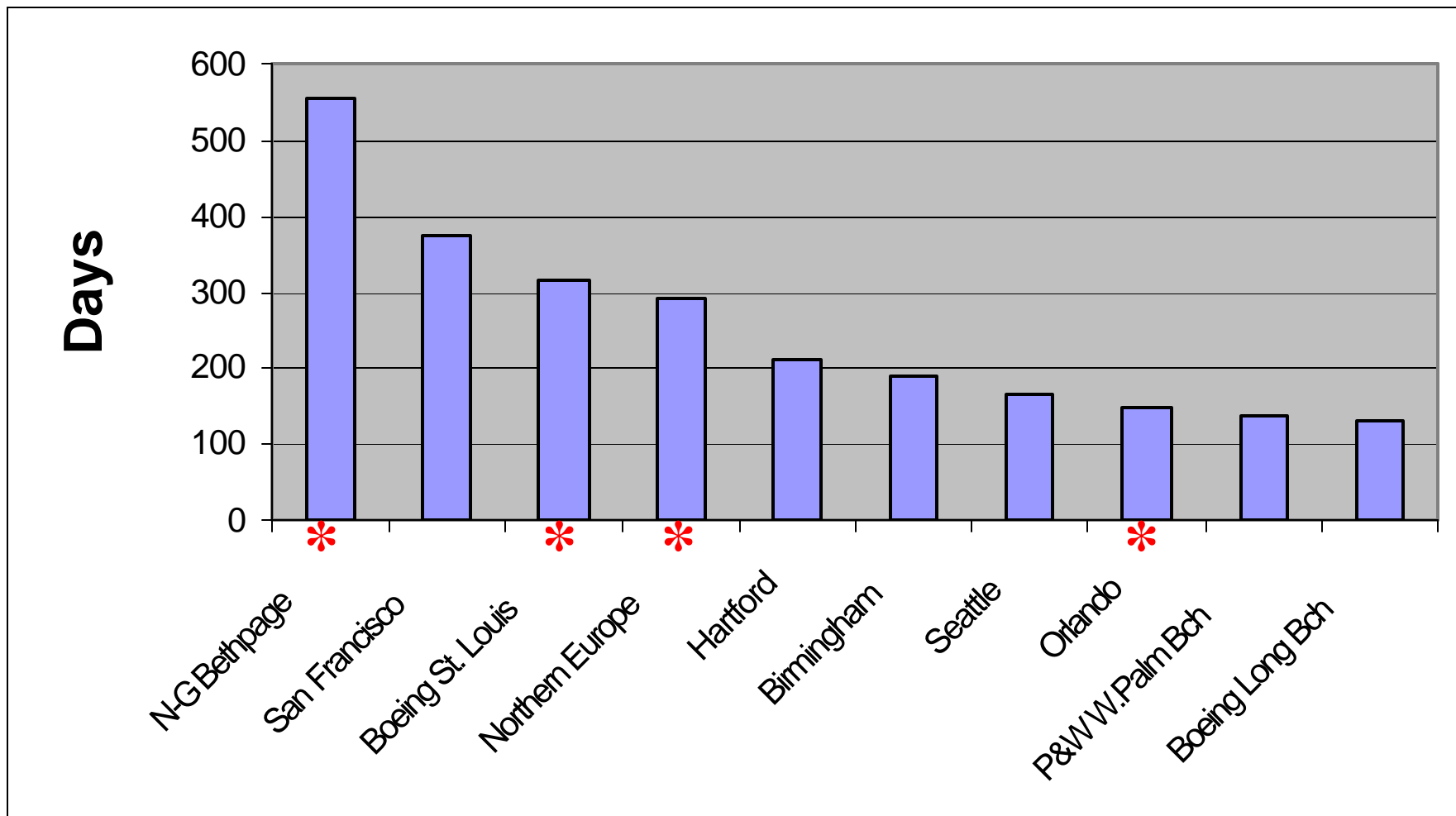
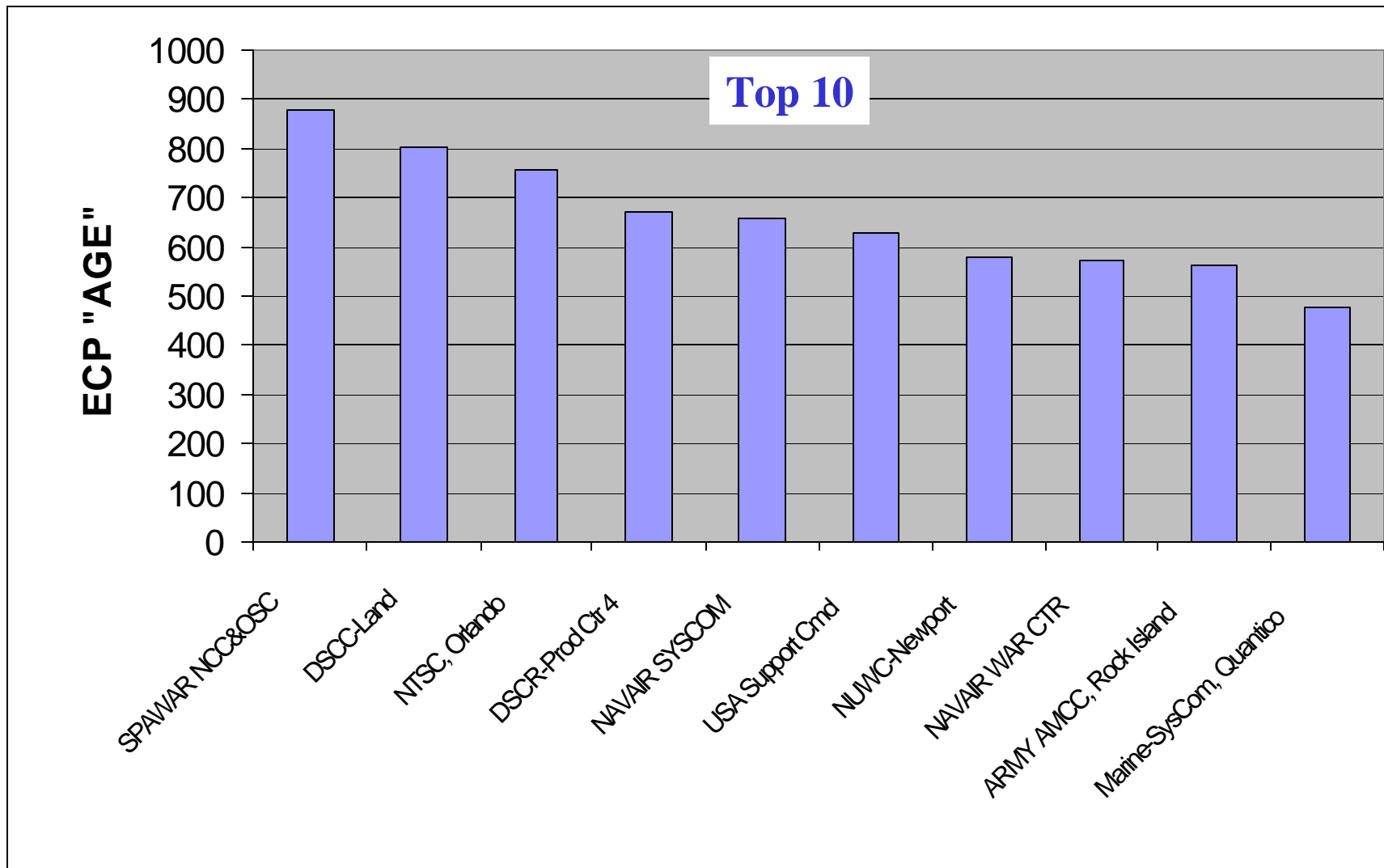* **NAVAIR workload**

Buying Activities:
Highest ECP Cycle Time

Cycle Time >270 Days

Days

800
700
600
500
400
300
200
100
0

(E) NAV ICP
(E) ESD/PK - Hanscom
(E) USA Tank-Auto Cmd
(E) NAVSEA SYSCOM
(W) NUWC-Newport
(E) NAVAIR SYSCOM *
(W) SPAWAR NCC&OSC
(W) NAVAIR SYSCOM *
(E) NSWC DAHLGREN
(I) NAVAIR SYSCOM *
(W) DSCC-Aerospace

* NAVAIR workload
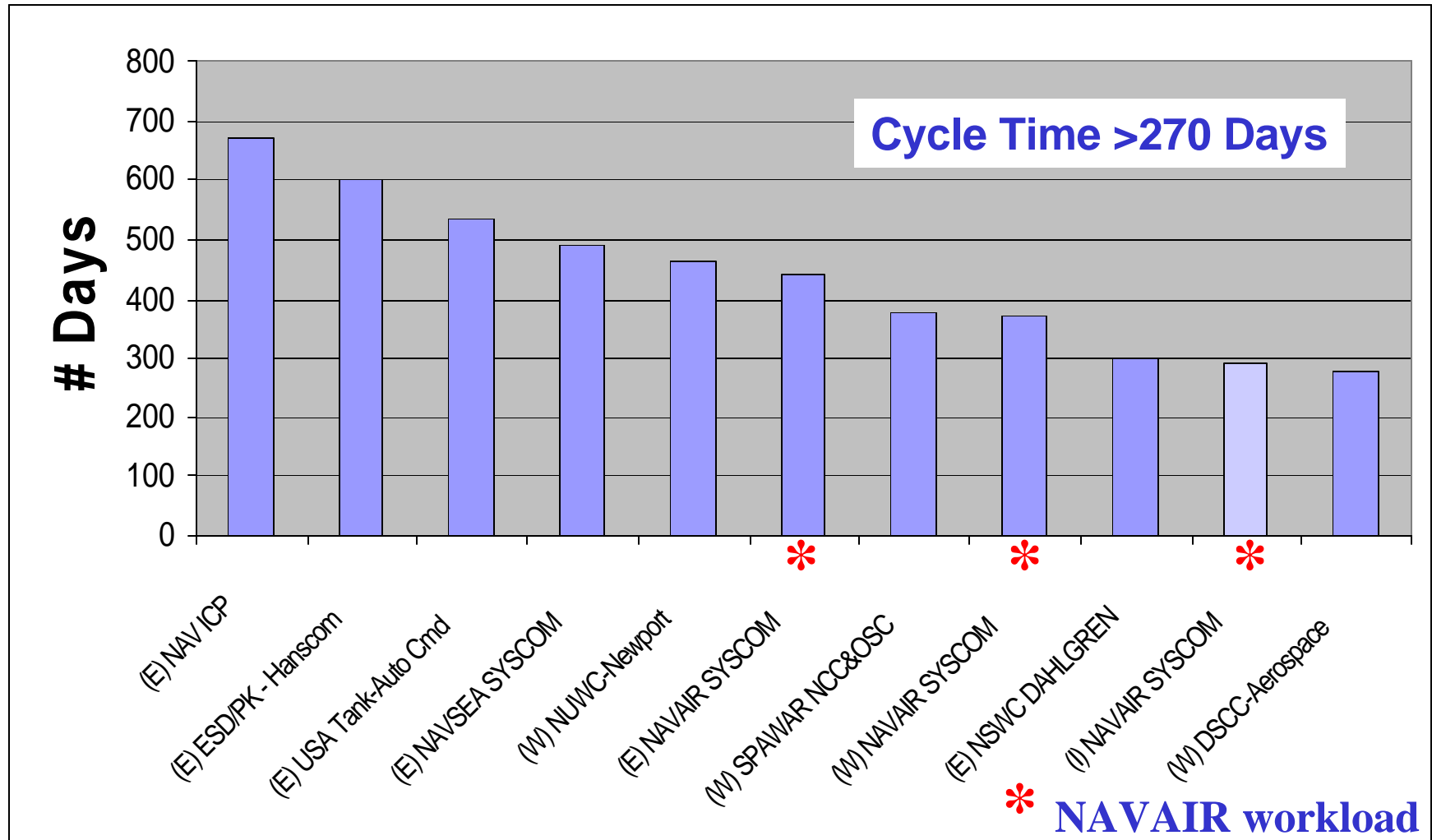
Avg.. Cycle Times for Buying Activities by District

CAO:
Ave. ECP Pending Age

(ECPs Pending >300 Days)

Ave Age Pending ECP's

Categories (left to right): No. Grum. Bethpage, Bell Helo. Textron, Inc., San Francisco, Van Nuys, San Diego, Hartford, New York, Boeing St. Louis, L-Martin Orlando, Springfield, Indianapolis, Boeing Long Beach, Long Island, Atlanta, Baltimore, Northern Europe, Hughes Tucson, Dallas, Seattle
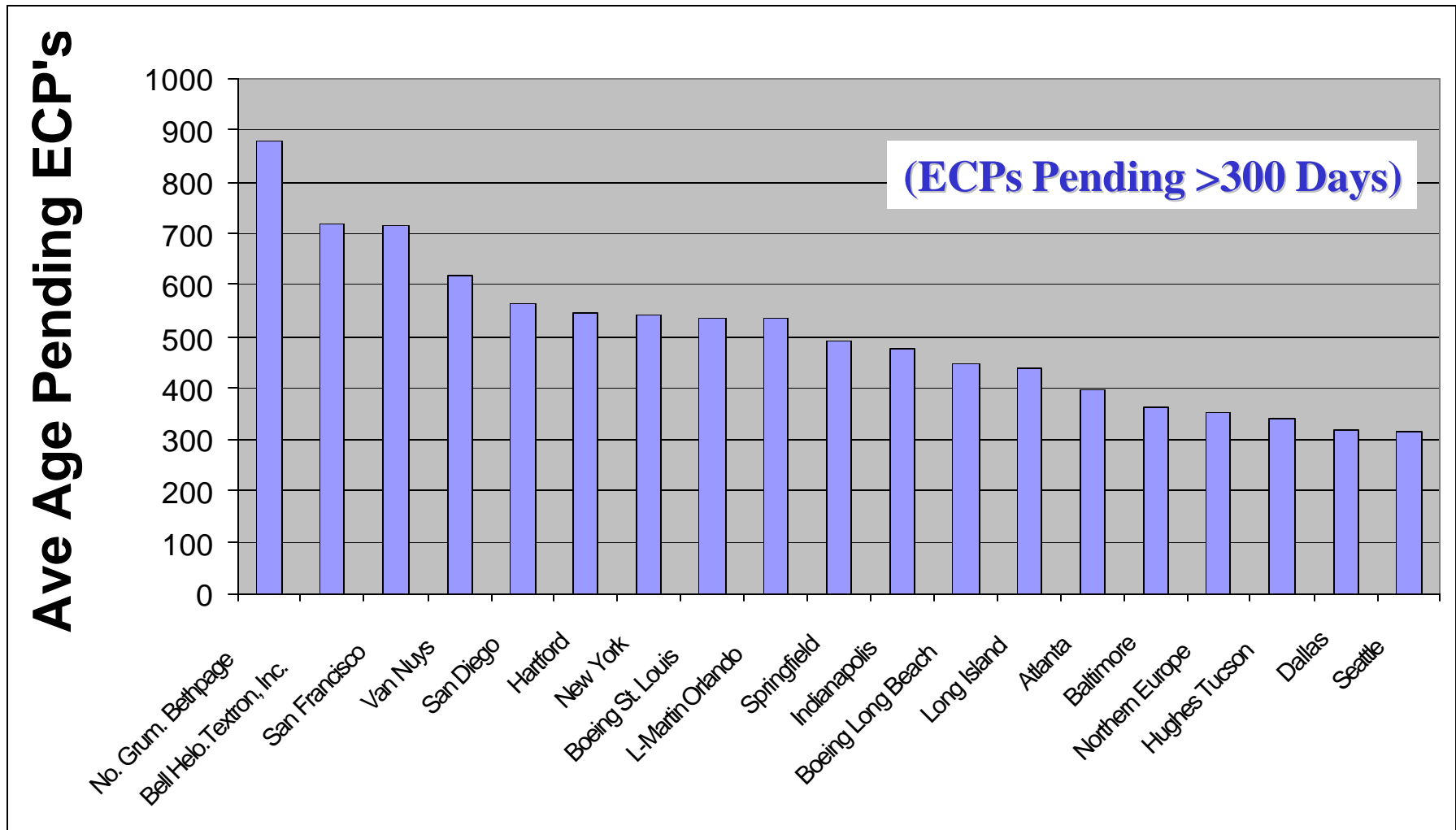
**Buying Activities:
Highest Ave. ECP Pending "Age"**

Buying Activity:
Class 1 ECP Dispositioned
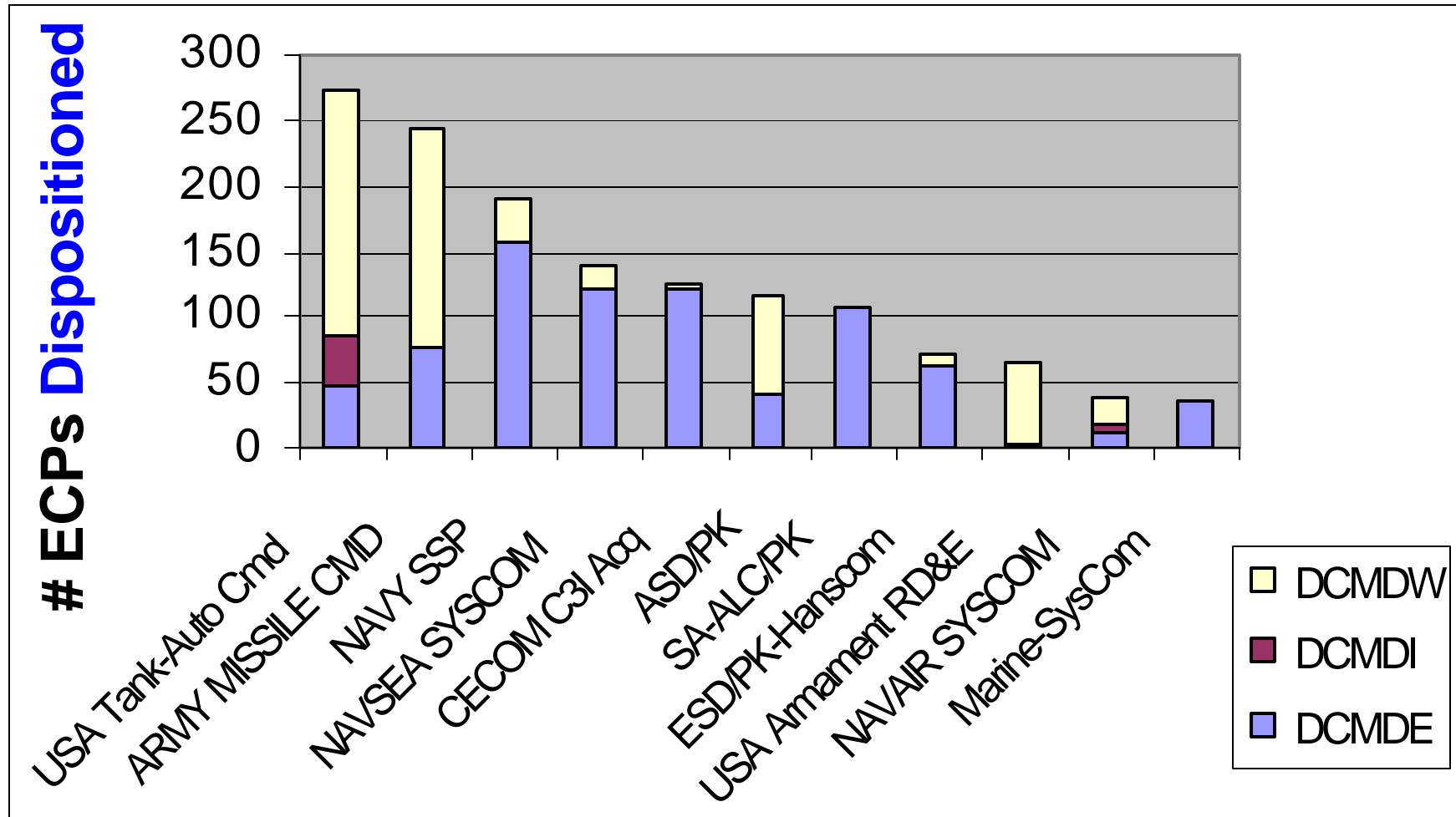
Buying Activities:
Count of ECP Pending

NAVAIR Pending workload is driver

Buying Activities with >30 Pending ECPs

Chart: # ECP's Pending by Buying Activity
- NAVAIR SYSCOM: ~325
- ASD/PK: ~115
- USA MISSILE CMD: ~72
- NAVSEA SYSCOM: ~68
- CECOM C3I Acq: ~53
- USA Tank-Auto: ~47
- SA-ALC/PK: ~30
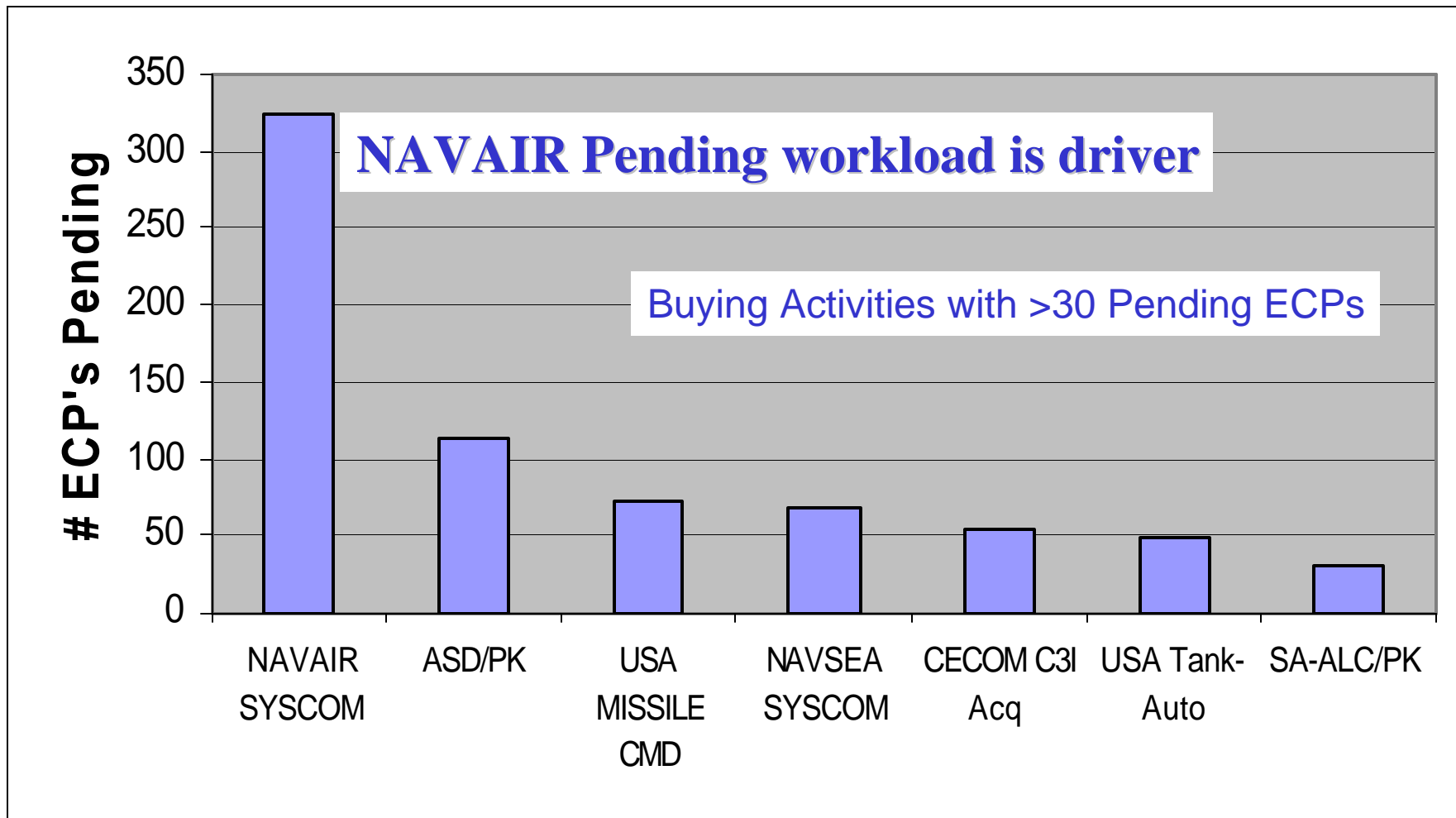
CAO's:
Count of ECP's Pending
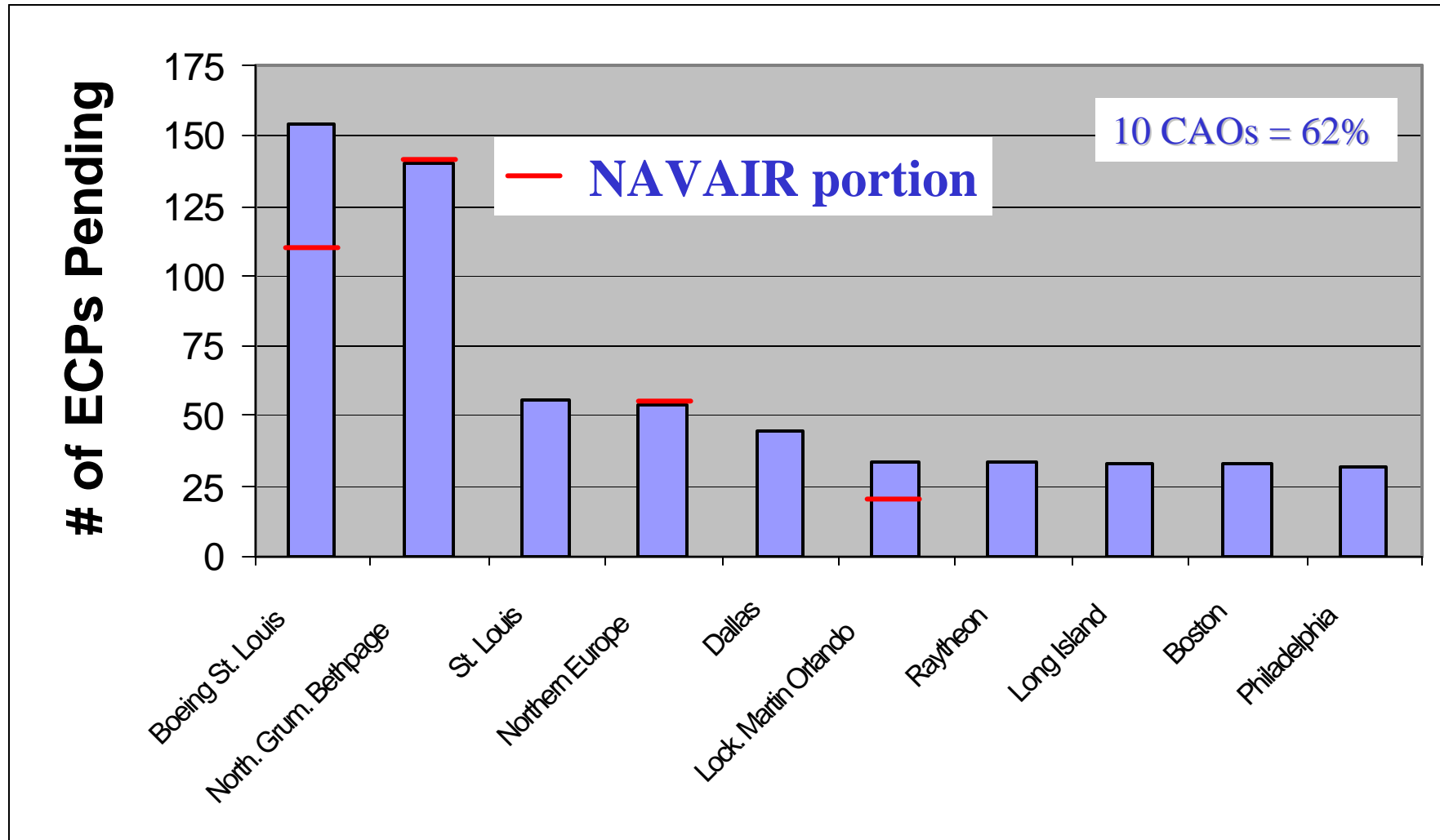
CAO:
NAVAIR ECPs Pending
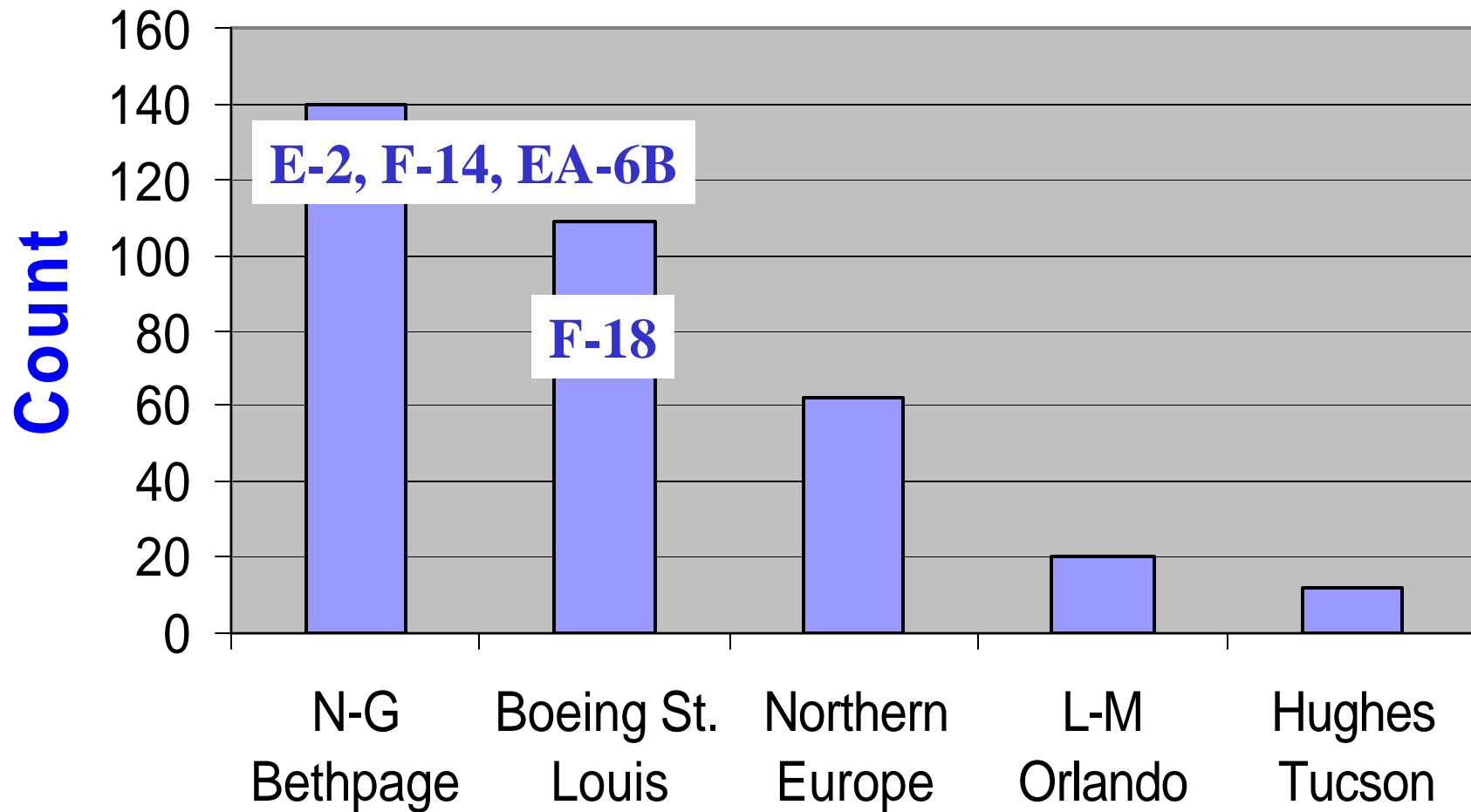
1.1.6 - ECP Cycle Time Action Plan

ID	Task Name	ct 4, '98		Dec 13, '98		Feb 21, '99		May 2, '99		Jul 11, '99		Sep 19, '99	
		T	M	F	T	S	W	S	T	M	F	T	S	W
1	**Track Metric Performance**													
2	Finalize FY 99 Goals													
3	Track Performance/Prepare for 1Q MMR													
4	Track Performance/Prepare for 2Q MMR													
5	Track Performance/Prepare for 3Q MMR													
6	Track Performance/Prepare for 4Q MMR													
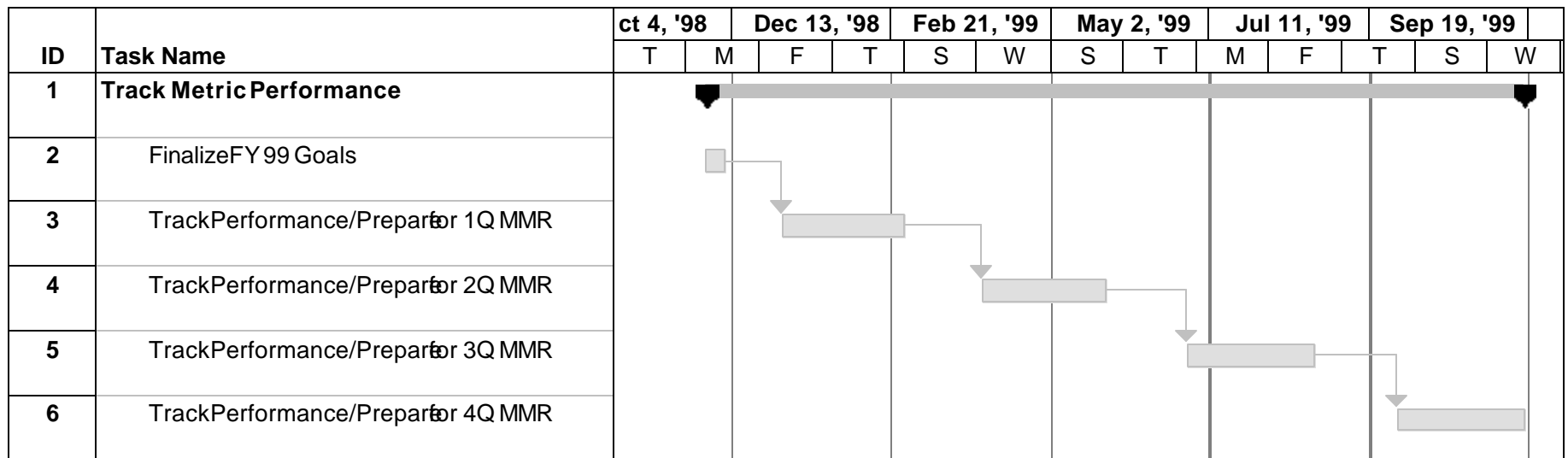
1.1.6 - Conclusions

- **Programmatic & Budgetary issues have delayed ECP processing**
  - Current metric calculations unrepresentative of our technical One Book process.

- Key Pacing CAOs are driven by NAVAIR customers.

- **Recommend future analysis and reporting to adopt data segregation methods** (based on population variation) to better reflect central tendency of process.
  - Will negotiate new Goals with District for '00

- The two main process represented in our data collection to be analyzed separately include:
  - **Technical and Administrative ECP processing issues** related to One Book process we manage.
  - **Programmatic & Budgetary issues** related to very long disposition times.

47

BACK UP Charts

1.1.6 - Discussion
Continued

- **Revised methodology for top-level analysis & metric reporting.**
  - **Reduces variation in the data population** to acceptable & meaningful limits.
  - **Break data into meaningful groups, based on the population Variation,** for analysis. Such a break point could be a C.V. = .7 or better of the raw data.
    - **Example**: This approach would group the majority of ECPs (about 400 of 534) as ECPs with common causes (the actively processed ECP).
  - Segregate the ECP's under active review (common causes) from the ECP's held by PCO pending programmatic or budgetary issue (special causes).
  - Calculate "Average Cycle Time Metric" based on that segregated population.

- **"Data-lag" adds slightly to the inaccuracy of our most current data point.**
  - ECP data collection system overlays our paper-based ECP processing system; as a result, we are in a data entry catch-up mode.
  - Automated ("paper-less") ECP processing options are being considered.

A Variability Ruler:
Coefficient of Variation (C.V.)
(Statistics for Management, by Dr(s). B. J. Mandel & Robert E. Laessig)

0	.20	.40	.60	.80	1.00	above 100%
Highly Stable or Consistent	Fairly Consistent	Somewhat Consistent	Highly Inconsistent	Highly Unpredictable	Completely Unpredictable	

↑
Perfection or Utopia
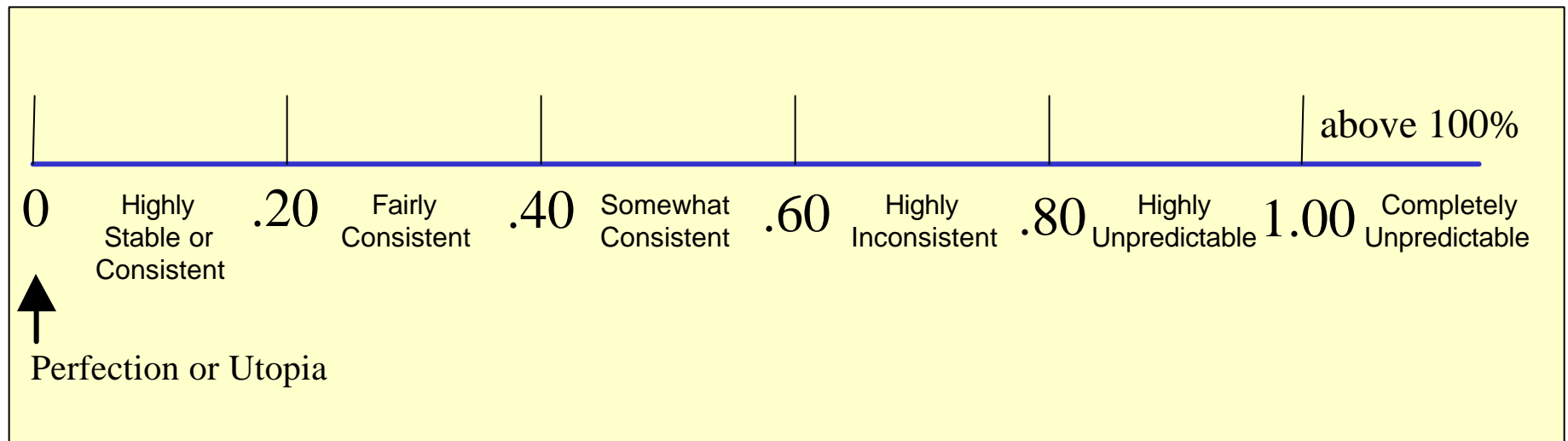
Generally, C.V. > .70 says that the Mean (M) is relatively meaningless. So we must break up the collected data into two or more groups, each with less variation, for analysis and measurement.

1. 1.8 - CPSS Timeliness

- **Performance Goal Description:** Ensure 95% of Alerts Customer Priority Surveillance System (CPSS) requests are responded to within the timeframe specified by the customer.
- **FY99 Goal/Target:** 95 %
- **FY99 YTD Results:** 84 % DCMC - Yellow
- **Rating:** 78 % East District - Red
  92% West District - Yellow
  95% International - Green
- **Description of Progress to Date:** Improving but still Yellow
  - Root cause analysis continuing
  - Corrective action plans in place
- **Anticipated Problems:** Unidentified system problems
- **Prediction of FYE Status:** Yellow
- **HQ Process Owner:** Patsy Oburn, DCMC-O, 703-767-3350

DCMC

Performance Goal 1.1.8 - CPSS Timeliness
DCMC FY99 Goal: 95%

Goal

On-Time Rate

	Baseline	Oct-98	Nov-98	Dec-98	Jan-99	Feb-99	Mar-99	Apr-99	May-99	Jun-99	Jul-99	Aug-99	Sep-99
Goal	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
DCMDE O/T Rate		79.00%	85.00%	84.00%	77.00%	84.00%	84.00%	0.84	0.89				
CPSS On-time		1508	1818	1700	1351	1924	2079	1992	2450				
CPSS Due		1902	2130	2016	1747	2279	2485	2377	2745				

52
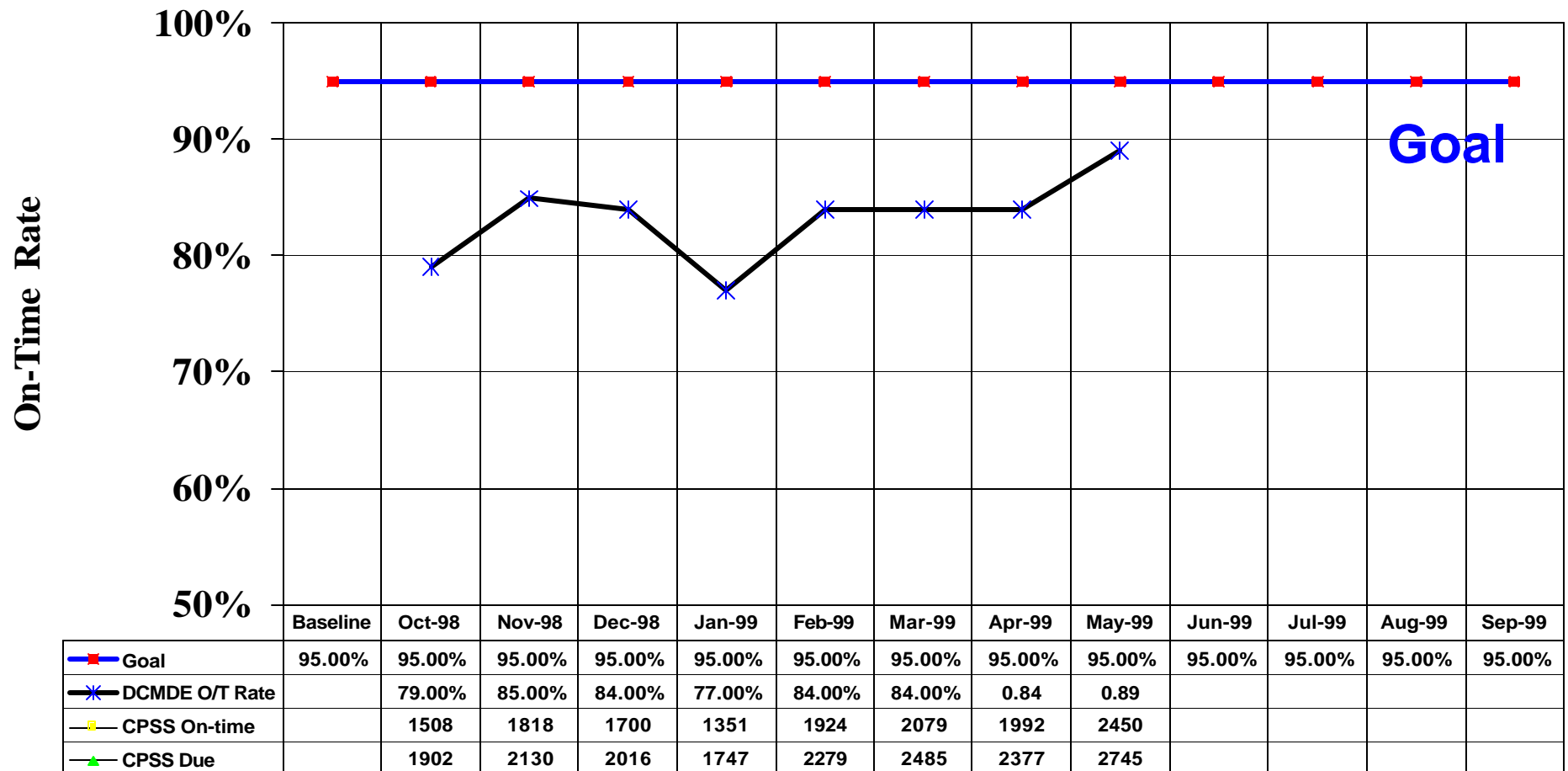
DCMC

Performance Goal 1.1.8 - CPSS Timeliness
DCMDE FY99 Goal: 95%
Including Baltimore

On-Time Rate

Goal

	Baseline	Oct-98	Nov-98	Dec-98	Jan-99	Feb-99	Mar-99	Apr-99	May-99	Jun-99	Jul-99	Aug-99	Sep-99
Goal	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
DCMDE O/T Rate		72.00%	80.00%	79.00%	68.00%	80.00%	79.00%						
CPSS On-time		868	1018	958	728	1127	1128						
CPSS Due		1206	1279	1218	1076	1414	1432						

53
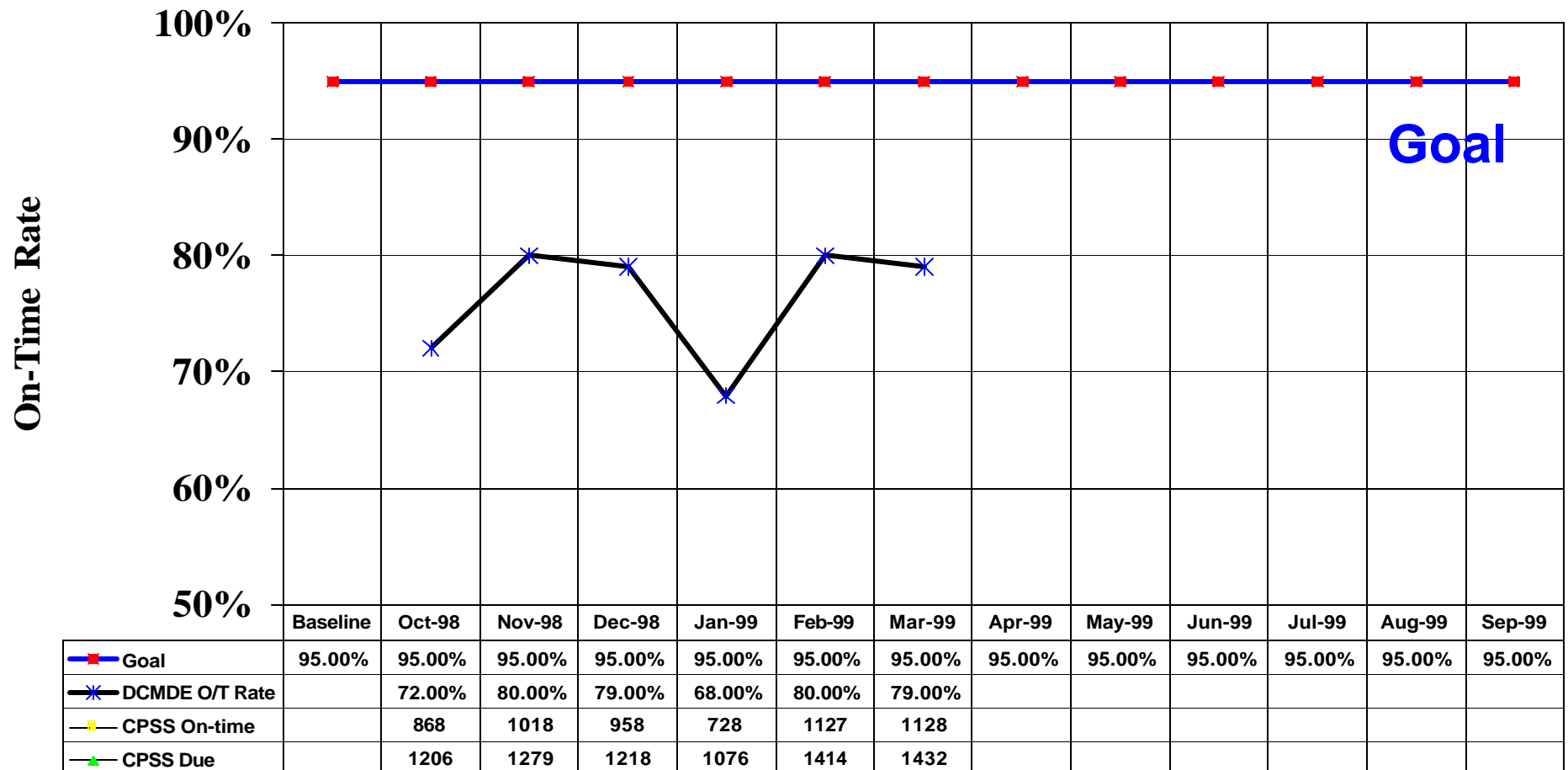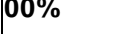
DCMC

Performance Goal 1.1.8 - CPSS Timeliness
DCMC FY99 Goal: 95%

*Estimated Dates due to unknown impacts of SDW 8.5 and Internet Explorer redesign

ID		Task Name	% Complete	Start	Finish	1999						2000	
						Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2
3		Project Planning	85%	6/3/97	8/6/99				85%				
4	✓	Security Accreditation	100%	9/25/97	7/29/98	100%							
5		*SDW Interface	73%	12/3/97	1/31/00						82%		
6	✓	Requirements Definition	100%	6/3/97	6/2/98	00%							
7	✓	Design/Development	100%	2/13/98	12/15/98	90%							
8	✓	Plan and Conduct Testing	100%	8/10/98	4/30/99		22%						
9		*Training Development	47%	1/4/99	8/31/99			99%					
10		*Installation and Training Sur	0%	3/8/99	4/28/00						0%		
11		*Conduct Training	16%	3/8/99	4/28/00						0%		
12		*Installation	0%	5/31/99	4/28/00						0%		
13		*Full Operations Across Con	0%	5/31/99	5/31/00							0%	
14		*Conduct Customer Product	0%	3/1/00	3/9/00							0%	
15		Metric 1.1.8 CPSS Timelines	0%	11/2/98	9/30/99			0%					
16		Investment Goal 1.1.4 Cover	0%	3/15/00	11/28/00								
17													
18													
19													
20													
21													

DCMC

Performance Goal 1.1.8 - CPSS Timeliness

East District Pacing CAOs

	Clearwater	Syracuse	Philadelphia	LM Sanders	P&W WPB	Cleveland	GE Cin	Orlando	Indianapolis	NG Balt
CAO March Target Goal	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
CPSS On Time	26	36	84	2	15	57	24	30	38	4
CPSS DUE	46	60	138	3	20	75	31	39	48	5
CPSS OT Rate	57.00%	60.00%	61.00%	67.00%	75.00%	76.00%	77.00%	77.00%	79.00%	80.00%

55
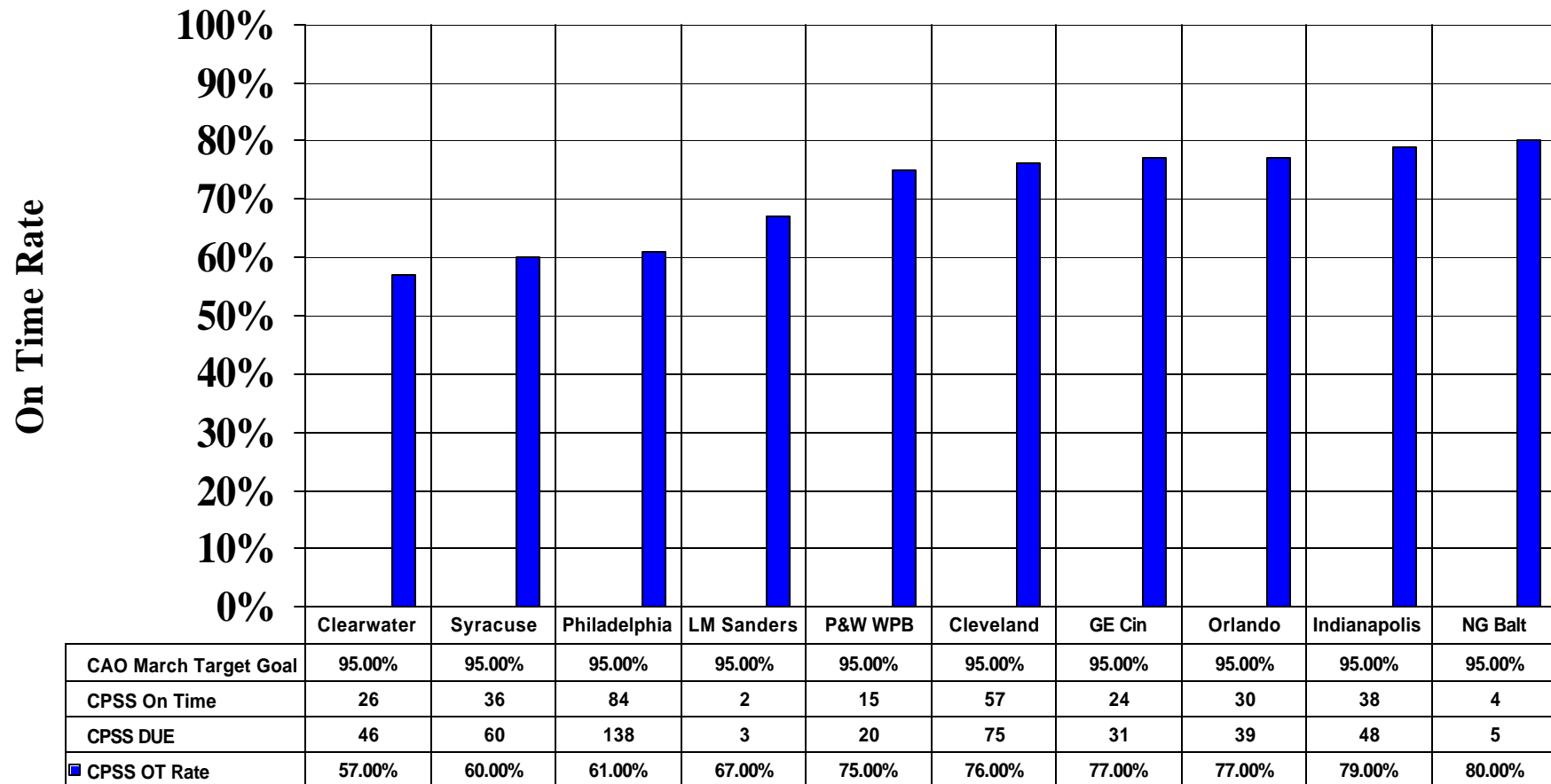
Performance Goal 1.1.8   CPSS Timeliness

Root Cause Analysis

- No backups for ISs & Release Authorities
- ISs, Release Authorities, & Team Leaders not checking the CPSS
- Teams without process in place for CPSS
- Late contractor response
- Contract not in Alert data base
- System Problems

Performance Goal 1.1.8 - CPSS Timeliness

District Corrective Action

• Analyze data monthly to identify pacing CAOs.

• Contact each pacing CAO to identify causes and
   develop Corrective Action(C/A) Plan.

• C/A plan reviewed and approved.

• Verify CAOs' performance to assure C/A plan is effective.

• DCMDE-F DBA working on identifying system problems

Task 1.2.1 - Customer Satisfaction

• **Goal Description:** Achieve and sustain a customer satisfaction rating of 5 or greater for 90% of the customers surveyed.

•**FY99 Goal/Target:** Achieve a 5.0 Rating or Better

•**Current Status:** Green

• **Description of Progress to Date:** Achieved a Command-wide overall rating of 5.6. FY 99 Goal remains the same.

•**Anticipated Problems:** None

•**Prediction of EOY Status:** This goal is projected to be green.

• **HQ Process Owner:** Major Floyd Smith

DCMC PERFORMANCE GOAL 1.2.1:
Customer Satisfaction
Telephone Surveys
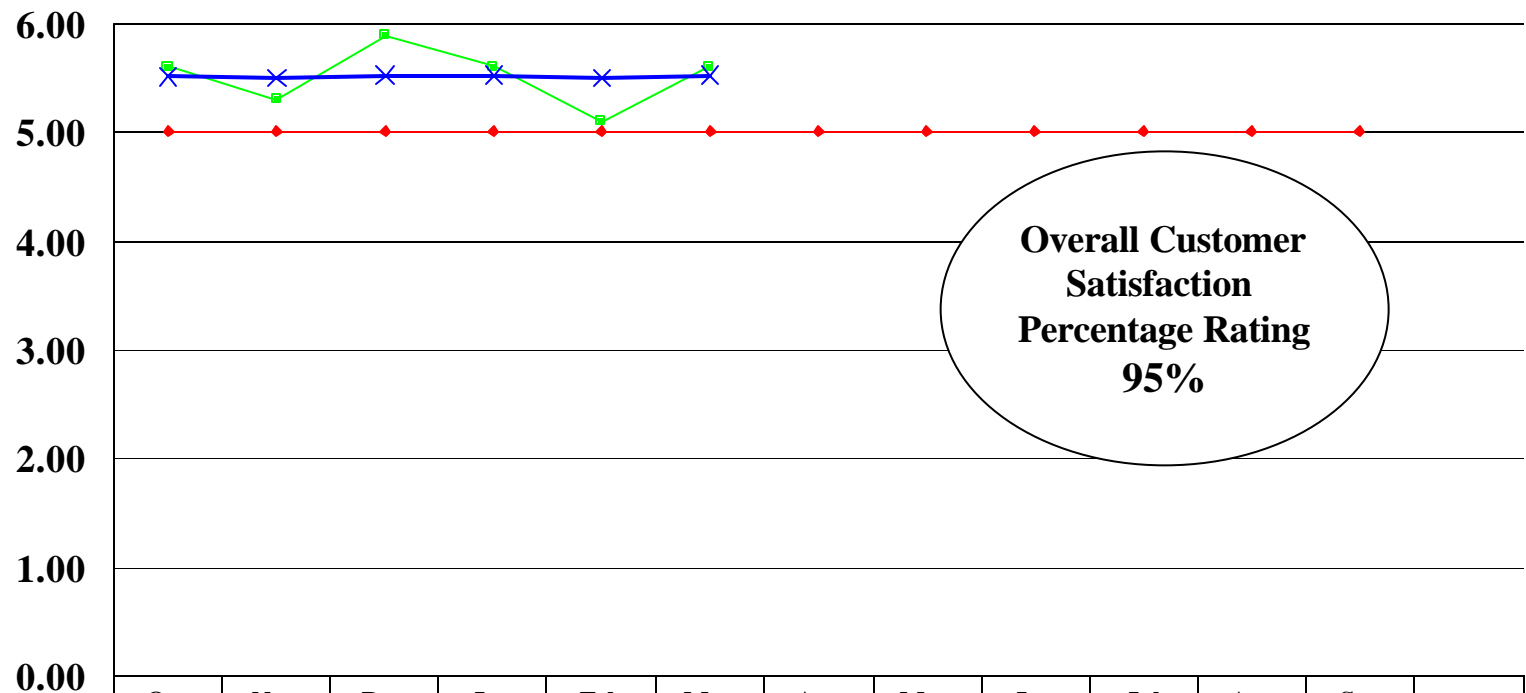
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
Goal	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	
Rating	5.6	5.3	5.9	5.6	5.1	5.6							
12 Month Moving Average	5.51	5.49	5.53	5.53	5.5	5.53							

Overall Customer Satisfaction Percentage Rating 95%

59

Investment Goal - 1.2.2 - Refine the Customer Satisfaction Implementation Plan

• **Goal Description:** Refine the Customer Satisfaction Implementation Plan to address all customer related issues.

•**FY99 Goal/Target:** Obtain continuous customer feedback on the quality and timeliness of services DCMC provides our customers

•**Current Status:** Green

• **Description of Progress to Date:**

   •Chartered two Customer Focus Groups aimed at improving the current process for obtaining customer feedback.

   •Developed a Customer Outreach Users Guide (in coordination)

•**Anticipated Problems:** None

•**Prediction of EOY Status:** This goal is projected to be green.

• **HQ Process Owner:** Major Floyd Smith

1.2.3 - Early CAS Customer Satisfaction

• **Goal Description:** Achieve and sustain a customer satisfaction rating of 5 or greater for 90% of the customers surveyed.

•**FY99 Goal/Target:** Achieve a 5.0 Rating or Better

•**Current Status:** Green

• **Description of Progress to Date:** Achieved a Command wide customer satisfaction rating of 5 or greater for 97.9% of the customers surveyed. FY 99 Goal remains the same.

•**Anticipated Problems:** None

•**Prediction of EOY Status:** This goal is projected to be green.

• **HQ Process Owner:** Major Chuck Watts

1.2.3 - Early - CAS Actions

(#Surveys Rated > or = 5) / (#Surveys) = (%Surveys Rated > or = 5)

	Oct	Nov	Dec	Jan	Feb	Mar
Cumulative	100	100	100	100	97.5	97.9
Current Month	100	100	100	100	87.5	100
FY-99 Goal	90	90	90	90	90	90

62
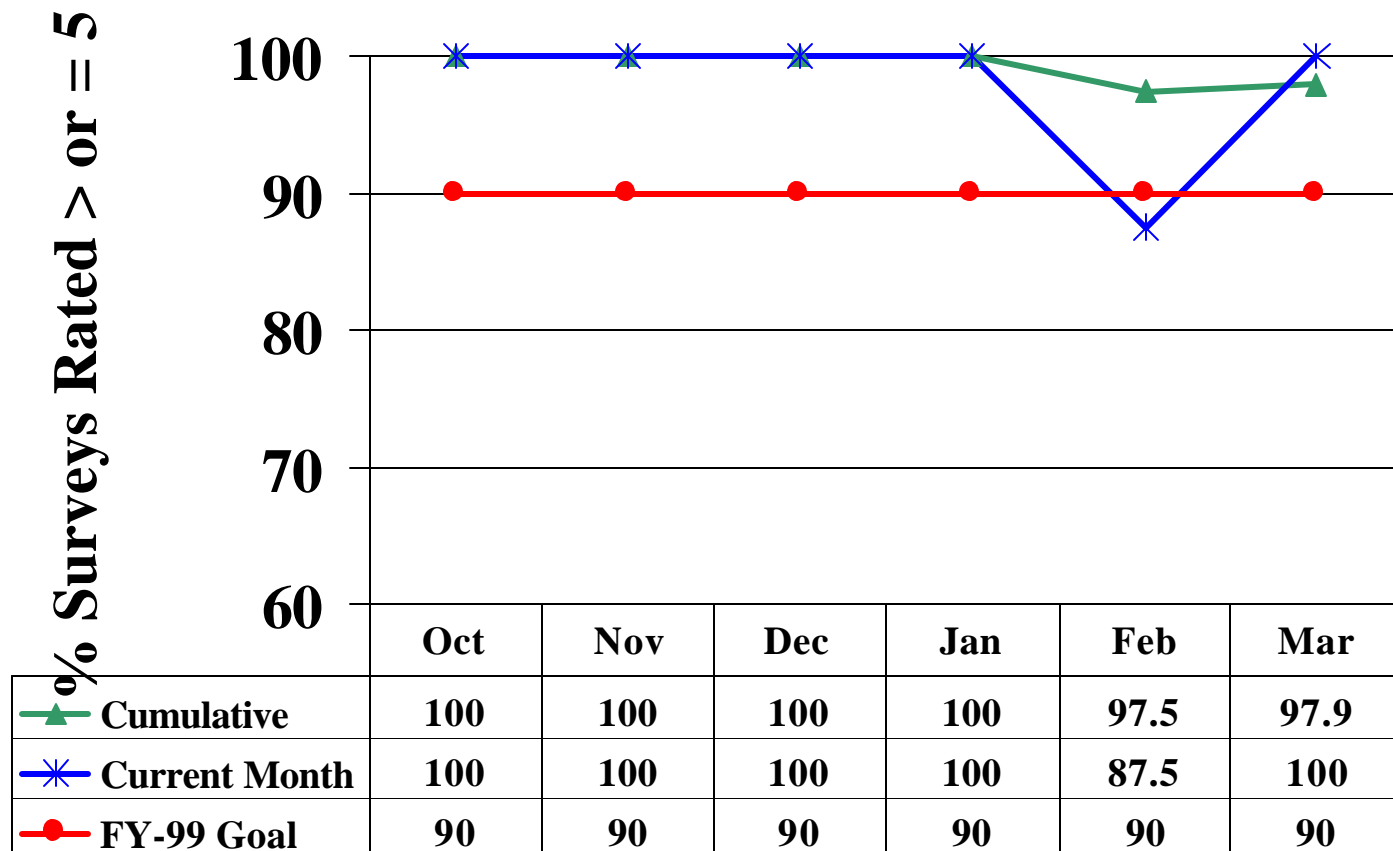
1.2.5 - Canceling Funds

- **Performance Goal Description:** Ensure 85% of canceling funds do not cancel

- **FY99 Goal/Target:** $1136M

- **FY99 YTD Results:** $241M(18%)

- **Rating:** YELLOW

- **Description of Progress to Date:**
    - Underran March target by 3% (18% Reduced vs. 21% Projected)
- **Anticipated Problems:**
    - DFAS reconciliation/adjustment not required by end of FY
    - Awaiting Contractor invoices/delivery/performance
- **Prediction of FYE Status:** <u>Yellow</u>

Performance Goal 1.2.5 - Canceling Funds

Reduce Canceling Funds 85% - Performance Status

FY 99 Funds At Risk Baseline -$1,336,306,540

	Base-line	Nov-98	Dec-99	Jan-99	Feb-99	Mar-99	Apr-99	May-99	Jun-99	Jul-99	Aug-99	Sep-99
$ Projected To Be Saved	0	53	93	133	210	280	387	507	628	695	868	1136
% Projected To Be Saved	N/A	4%	7%	10%	16%	21%	29%	38%	47%	52%	65%	85%
Actual $ Saved	0	24	81	109	155	241						
Actual % Saved	N/A	2%	6%	8%	12%	18%						
$ Remaining At Risk	1336	1312	1255	1227	1181	1095						
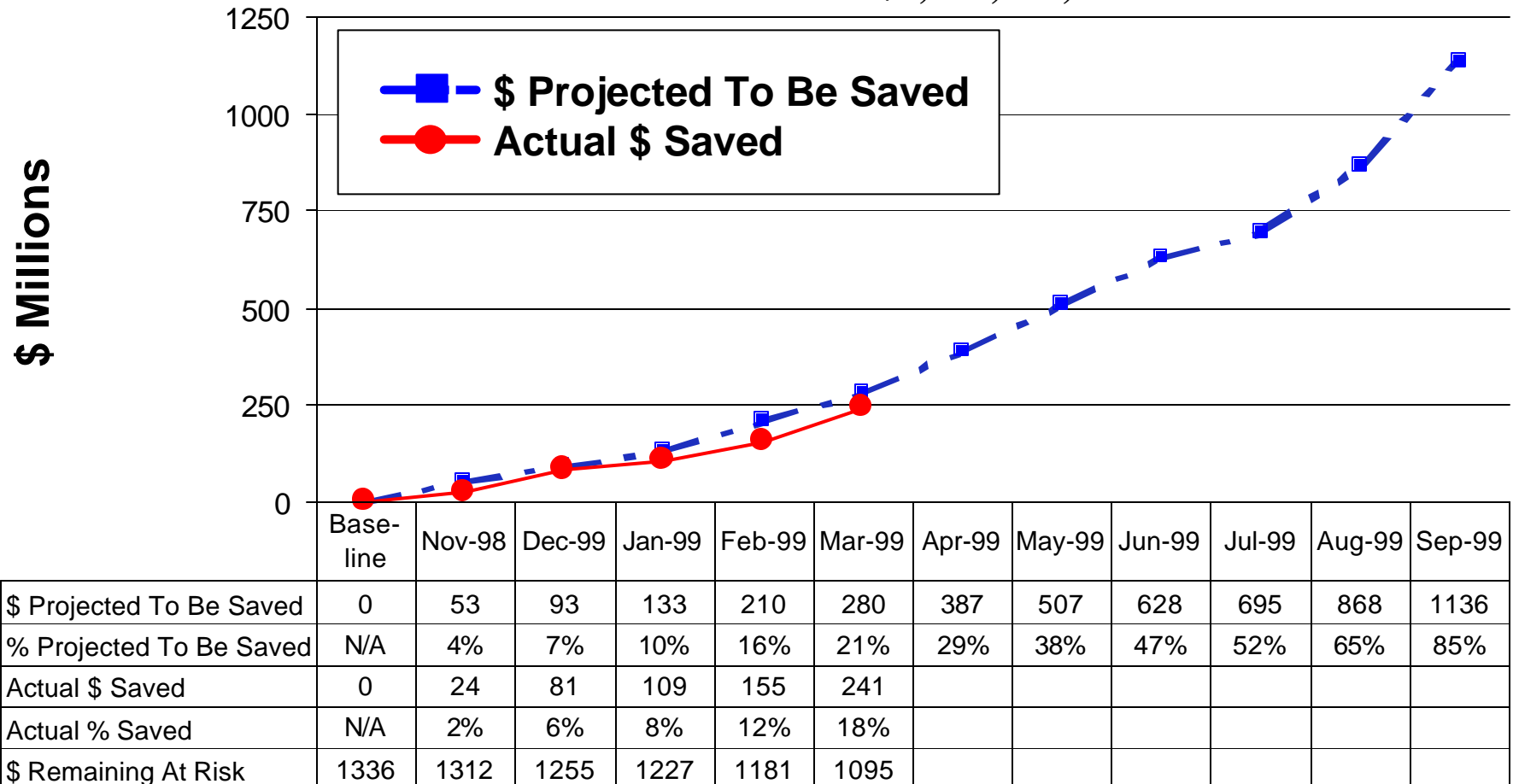
Task 1.2.5 : Reduce Canceling Funds 85%

Process Drivers by Percentage
End of FY98 - DCMC Totals

Bar chart values:
- Awtg DFAS Recon/Adj — 32%
- Approp ID'd Late by Svs — 12%
- Various "Other" Reasons — 11%
- Under Review — 9%
- Excess/No Deob By PCOs — 8%
- ACO Recons Ongoing — 7%
- Awtg Delivery/Perform — 7%
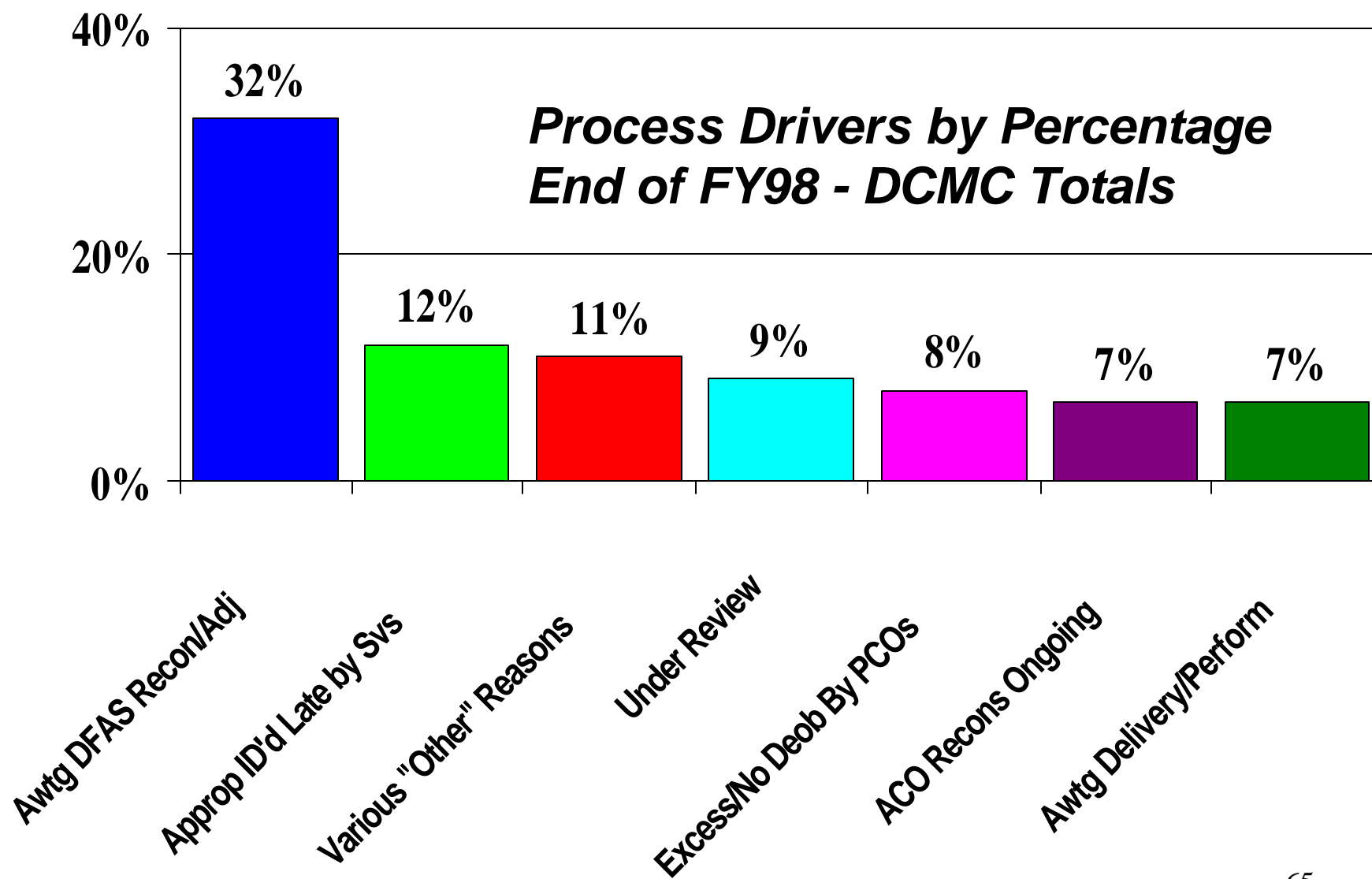
DCMC

Performance Goal 1.2.5 - Canceling Funds

Pacing CAOs Across all of DCMC

66
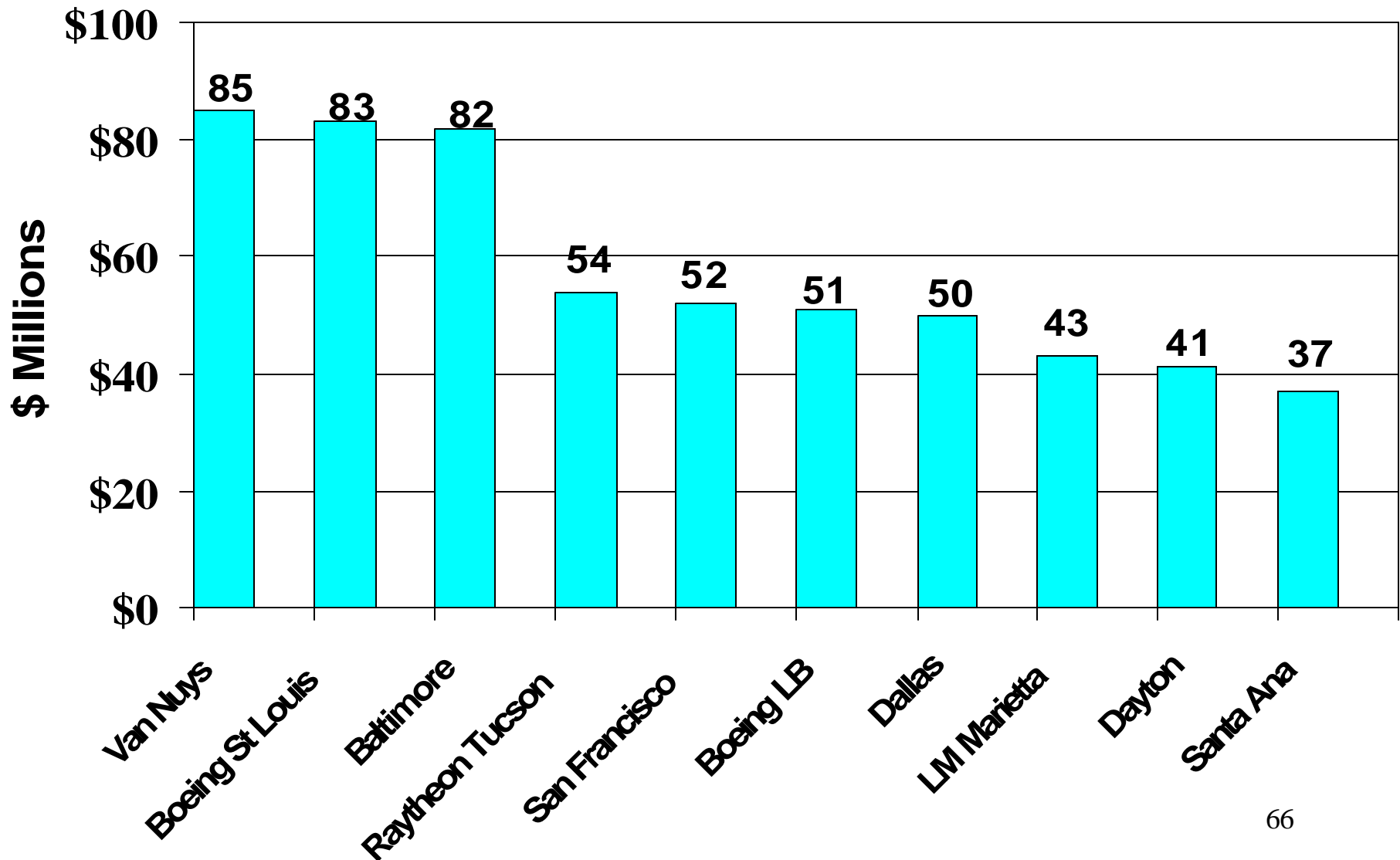
Performance Goal 1.2.5 - Canceling Funds

Corrective Action Plan and
Current Status of Web Based Reporting Tool

- Web-based reporting tool now on contract
    - Will provide reason/status code data to all Web users
    - Will ease process of collecting and rolling up data
    - Web-based tool schedule slipped to August 99
- Monthly SDW data currently pulled by HQ and posted on the web
- Districts have implemented CAO reporting requirements to categorize ULOs to feed into web tool when fielded
- Districts working with CAOs to identify new funds as they appear in monthly reports
- Districts issuing e-mail updates to CAO Commanders, POCs and SFAs
- District and HQ POCs met in March and will meet again in July to finalize PCN for Web Tool implementation

67

Task 1.2.6 -Provide IAS Products on Time

• **Goal Description:** CAOs schedule, complete, and maintain analytical assessments in a current status within the DCMC Decision Support Information System on 450 CAGE sites in FY 1999.

•**FY99 Goal/Target:** 88% IAS Products Complete and Current

•**Current Status:** Green

• **Description of Progress to Date:** District IASO Action Officers are monitoring DCMC DSIS product, quality, and unit cost outliers to ensure goal is meet.

•**Anticipated Problems: None**

•**Prediction of EOY Status: Green**

• **HQ Process Owner:** Dave Hartnett

DCMC TOTAL   Task 1.2.6
Provide DCMC IAS Products On Time

STATUS: GREEN   **FY99 GOAL: Meet Projected Requirements**

- 2715 Products (435 CAGES) Defined Based on External Customer Requirements

(Percentage)

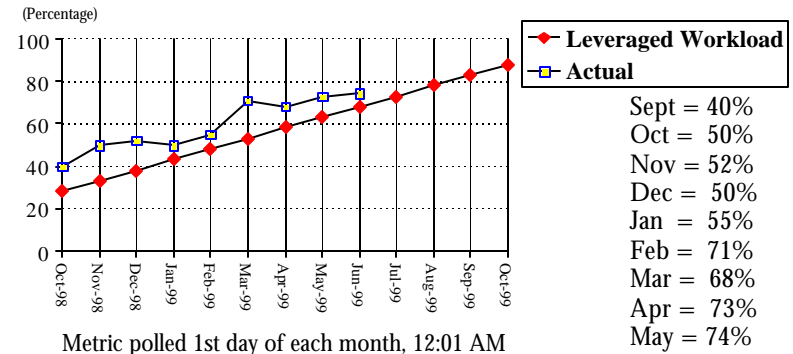

Legend: Leveraged Workload; DCMC Actual

Sept = 47%
Oct = 47%
Nov = 48%
Dec = 43%
Jan = 51%
Feb = 63%
Mar = 64%
Apr = 67%
May = 69%

Metric polled 1st day of each month, 12:01 AM
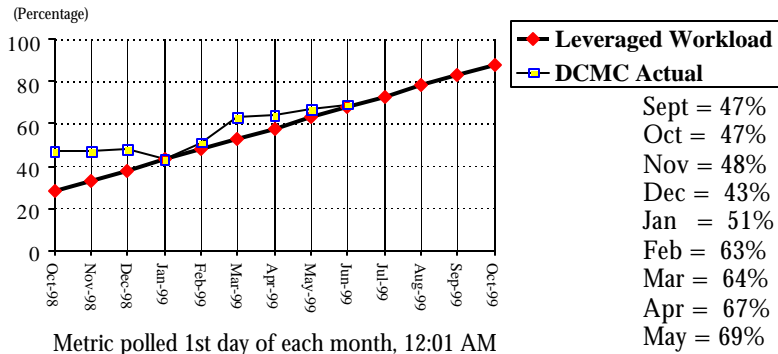
DCMC EAST   Task 1.2.6
Provide DCMC IAS Products On Time

STATUS: GREEN   **FY99 GOAL: Meet Projected Requirements**

- Approximately 1518 Products (242 CAGES) Defined Based on External Customer Requirements

(Percentage)

Legend: Leveraged Workload; Actual

Sept = 40%
Oct = 50%
Nov = 52%
Dec = 50%
Jan = 55%
Feb = 71%
Mar = 68%
Apr = 73%
May = 74%

Metric polled 1st day of each month, 12:01 AM
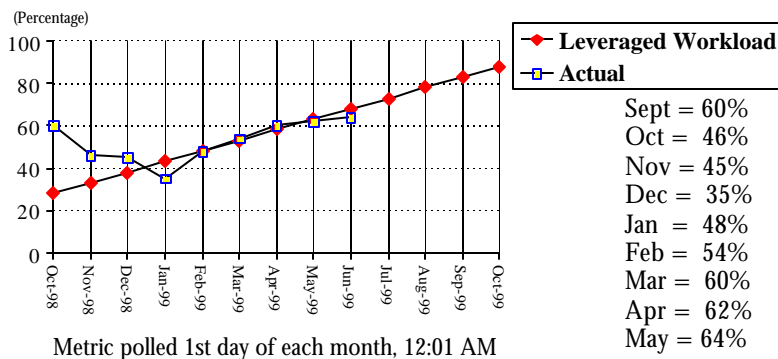

DCMC WEST   Task 1.2.6
Provide DCMC IAS Products On Time

STATUS: YELLOW   **FY99 GOAL: Meet Projected Requirements**

- Approximately 1081 Products (170 CAGES) Defined Based on External Customer Requirements

(Percentage)

Legend: Leveraged Workload; Actual

Sept = 60%
Oct = 46%
Nov = 45%
Dec = 35%
Jan = 48%
Feb = 54%
Mar = 60%
Apr = 62%
May = 64%

Metric polled 1st day of each month, 12:01 AM

DCMC International   Task 1.2.6
Provide DCMC IAS Products On Time

STATUS: RED   **FY99 GOAL: Meet Projected Requirements**

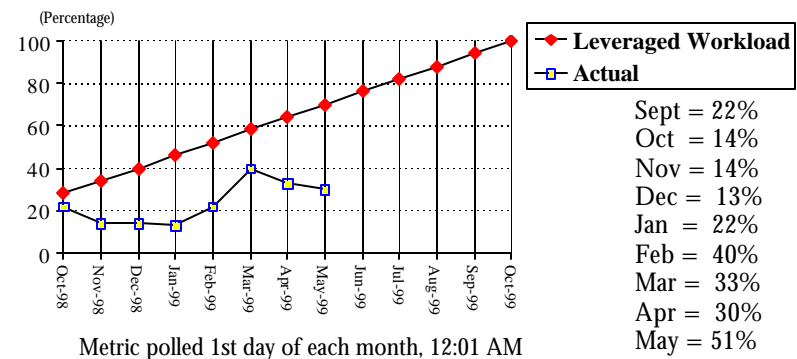- Approximately 116 Products (23 CAGES) Defined Based on External Customer Requirements

(Percentage)

Legend: Leveraged Workload; Actual

Sept = 22%
Oct = 14%
Nov = 14%
Dec = 13%
Jan = 22%
Feb = 40%
Mar = 33%
Apr = 30%
May = 51%

Metric polled 1st day of each month, 12:01 AM

# 1.2.7 - Preaward (PAS) Survey Timeliness

- **Task Description:** Percentage of PASs completed on or before the original date required by the buying activity.

- **FY '99 Goal/Target:** 95%

- **Status:** Currently On Target. No problems anticipated. Expect to meet EOY Goal.

- **Future Effort:** Develop a metric to reflect quality of product.

- **Rating:** Green

- **HQ Process Owner:** Cyndi Reichardt

1.2.7 - Preaward (PAS) Survey Timeliness

#PAS Completed On-Time/#PAS = %PAS Completed On-Time
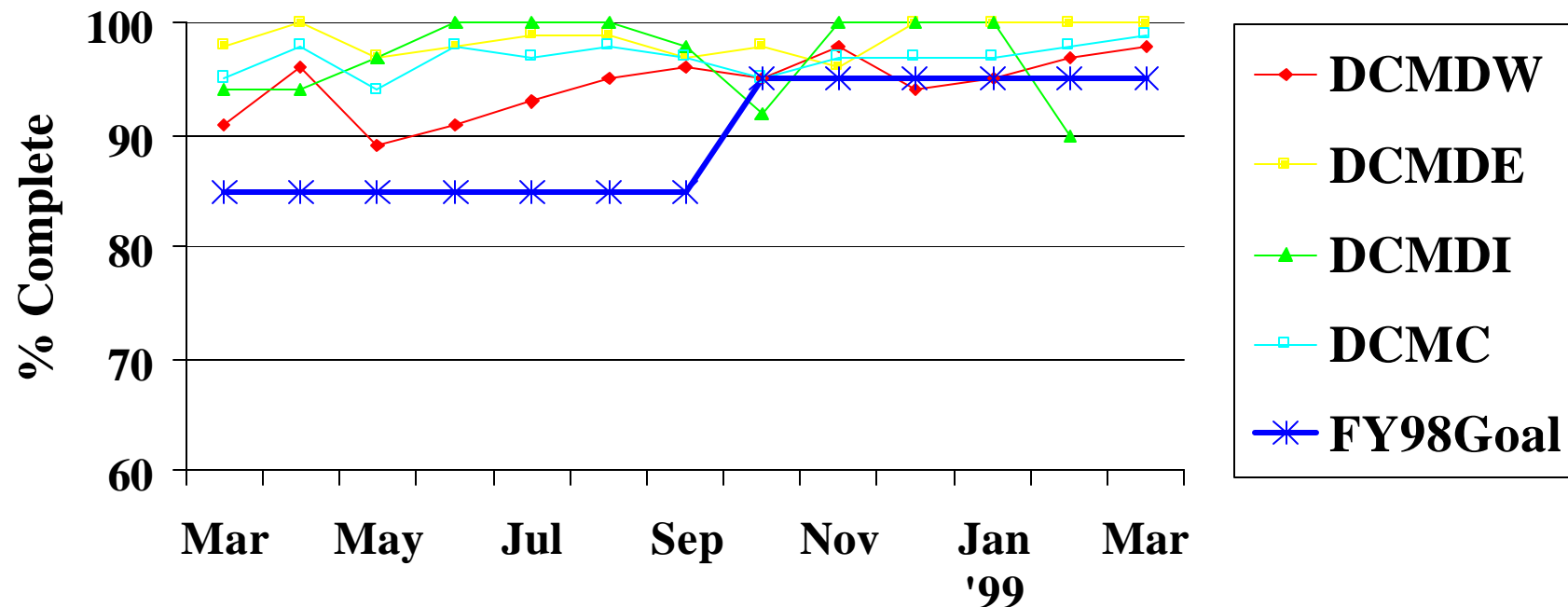
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan '99	Feb	Mar
DCMDW	91	96	89	91	93	95	96	95	98	94	95	97	98
DCMDE	98	100	97	98	99	99	97	98	96	100	100	100	100
DCMDI	94	94	97	100	100	100	98	92	100	100	100	90	
DCMC	95	98	94	98	97	98	97	95	97	97	97	98	99
FY98Goal	85	85	85	85	85	85	85	95	95	95	95	95	95

Performance Goal 1.2.8 - Congressional Suspenses

- **Task Description: Complete 100% of Congressional suspenses on time**
- **FY99 Goal/Target: 100%**
- **Current Status: 90%**
- **Rating: Yellow**
- **Description of Progress to Date: Districts still meeting the goal; HQ met goal in 2nd quarter**
- **Anticipated Problems: Increased volume of Congressionals due to RIFs**
- **Prediction of EOY Status/Position:**
  - **Goal will continue to be rated yellow because of HQ 1st quarter results**
- **HQ process owner: Patricia McGuire, DCMC-BA**
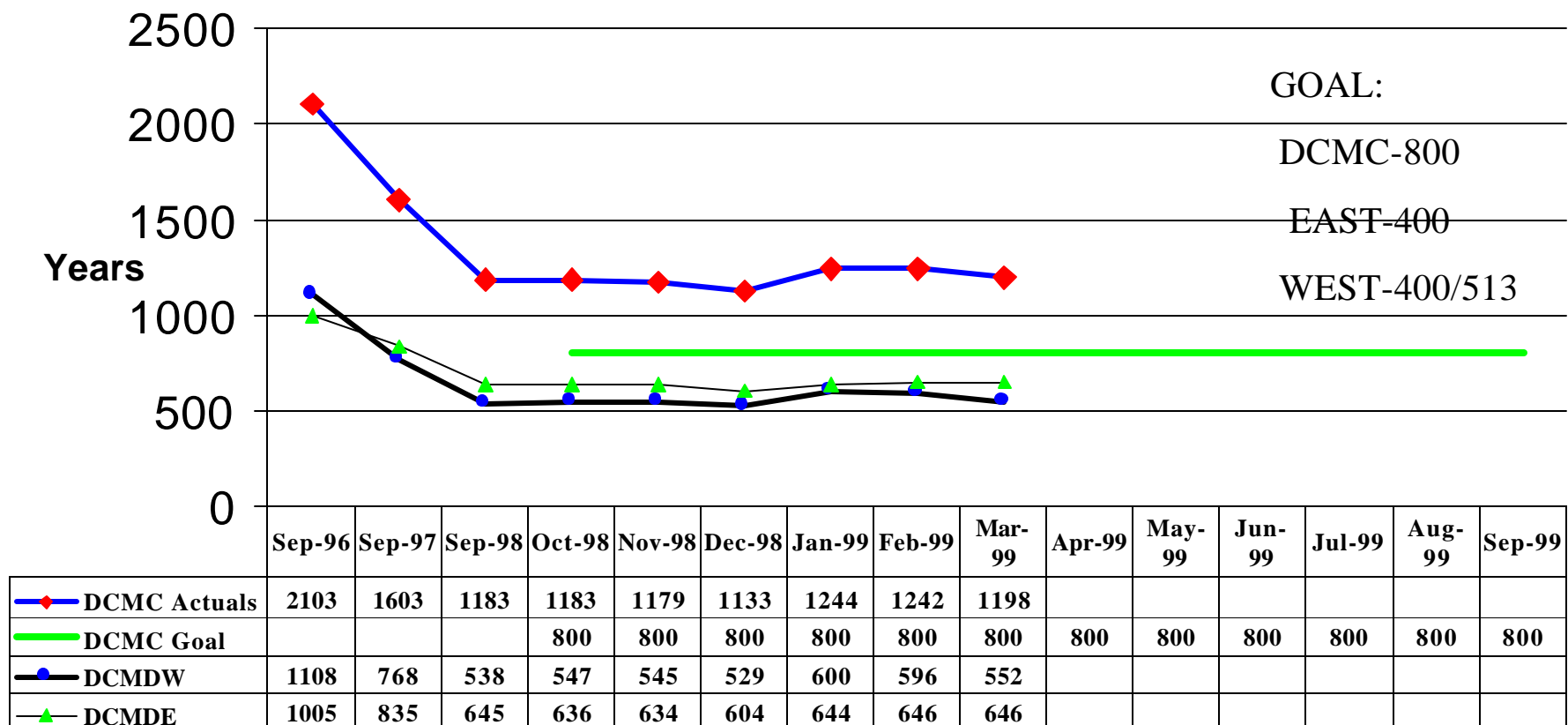
Performance Goal 1.2.8 - Congressional Suspenses

On-Time Response Percentage

	Oct-98	Nov-98	Dec-98	Jan-99	Feb-99	Mar-99	Apr-99	May-99	Jun-99	Jul-99	Aug-99	Sep-99	
Goal	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Districts	100%	100%	100%	100%	100%	100%							
HQ DCMC	50%	100%	33%	100%	100%	100%							

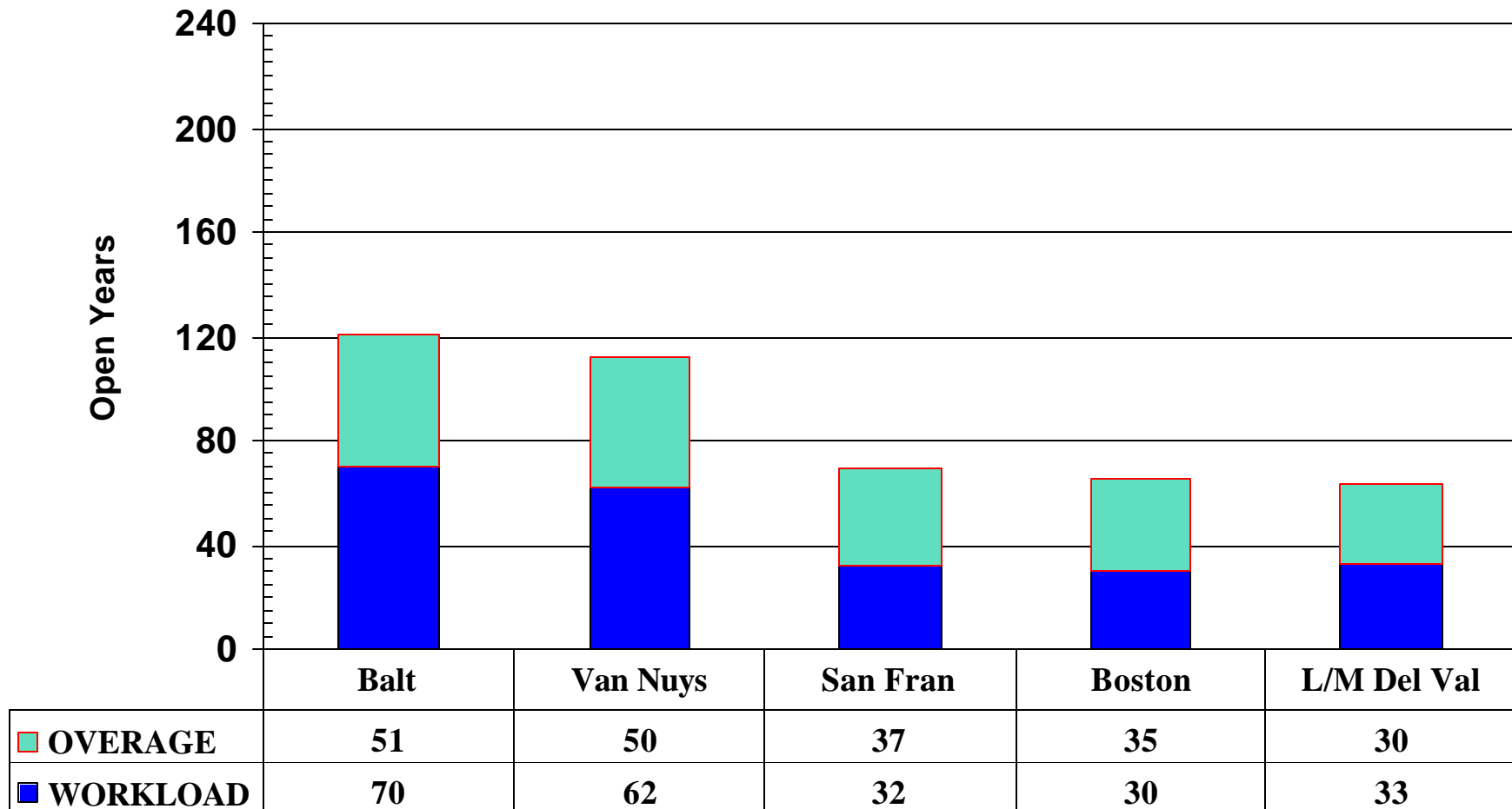|						
No. Congr.	5	4	3	4	3	9
No. On Time	4	4	1	4	3	9
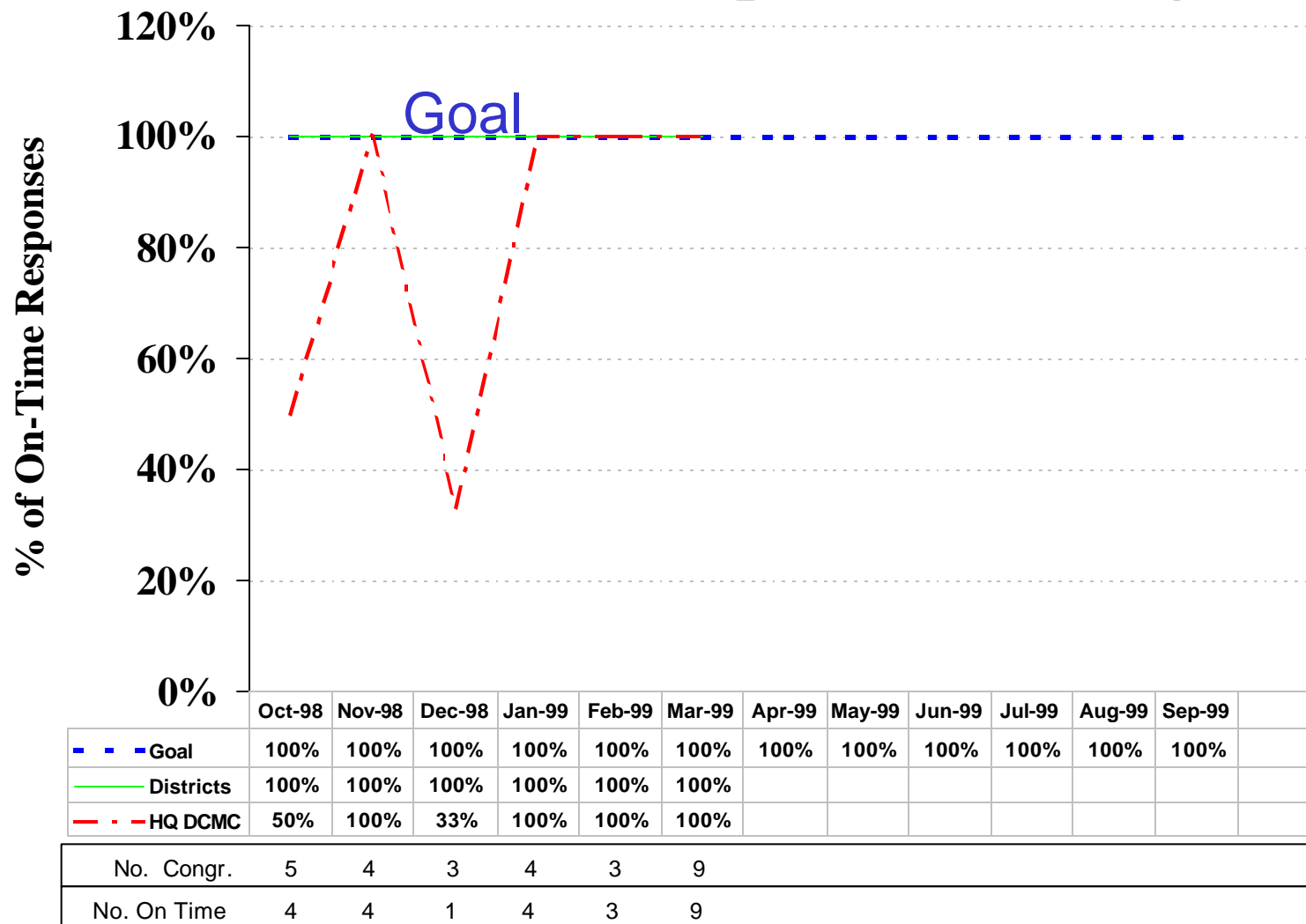
Performance Goal 2.1.1 - Open Overhead Negotiations

• **Performance Goal Description:** Achieve final overhead negotiations within a two or three year cycle for major and non-major contractors respectively. DCAA's definition of a major contractor (over $80 million of auditable dollar volume) will be used in determining whether a location is major or non-major.

• **FY99 Goal/Target:** 800 Open Years. DCMDW requested revision of their goal from 400 to 513 in performance contract.

• **FY99 YTD Results:** 1198 Open Overhead Years..

• **Rating:** Red.

•**Description of Progress to Date:** Closure rate has slowed down as we approach goal. Continue to work on cycle time for proposals,audits, and negotiations. Move towards real time rates.

•**Anticipated Problems:**   Litigation and Investigations.

•**Prediction of FYE Status:** 1000 Open Years.

• **HQ process owner**: Glenn Gulden (703) 767-3406

DCMC

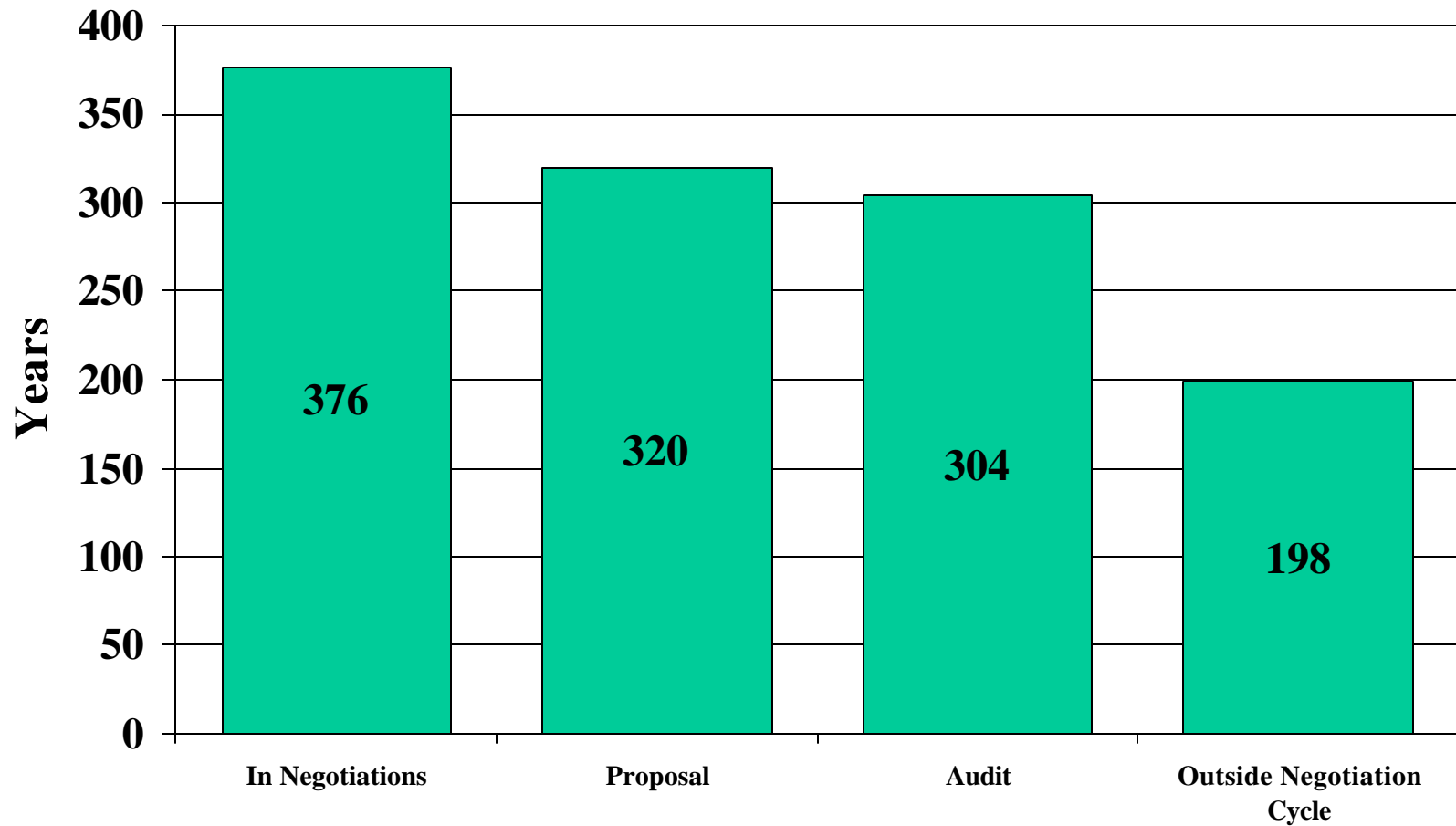# Performance Goal 2.1.1 - Final Overhead Negotiations

GOAL:

DCMC-800

EAST-400

WEST-400/513

	Sep-96	Sep-97	Sep-98	Oct-98	Nov-98	Dec-98	Jan-99	Feb-99	Mar-99	Apr-99	May-99	Jun-99	Jul-99	Aug-99	Sep-99
DCMC Actuals	2103	1603	1183	1183	1179	1133	1244	1242	1198						
DCMC Goal				800	800	800	800	800	800	800	800	800	800	800	800
DCMDW	1108	768	538	547	545	529	600	596	552						
DCMDE	1005	835	645	636	634	604	644	646	646						

Performance Goal 2.1.1 - Open Overhead Negotiations

Pacing CAOs

	Balt	Van Nuys	San Fran	Boston	L/M Del Val
■ OVERAGE	51	50	37	35	30
■ WORKLOAD	70	62	32	30	33

Performance Goal 2.1.1 - Open Overhead Negotiations

ROOT CAUSE ANALYSIS

DCMC

Task 2.1.1 - Establishing Overhead Rates
Root Cause Analysis
Pending Outside Action

Chart showing "Pending Outside Action" bar values:
- Litigation: 51
- Investigations (DOJ/DCIS): 42
- Pending Corp. Allocations: 87
- Environmental Remediation Action: 18
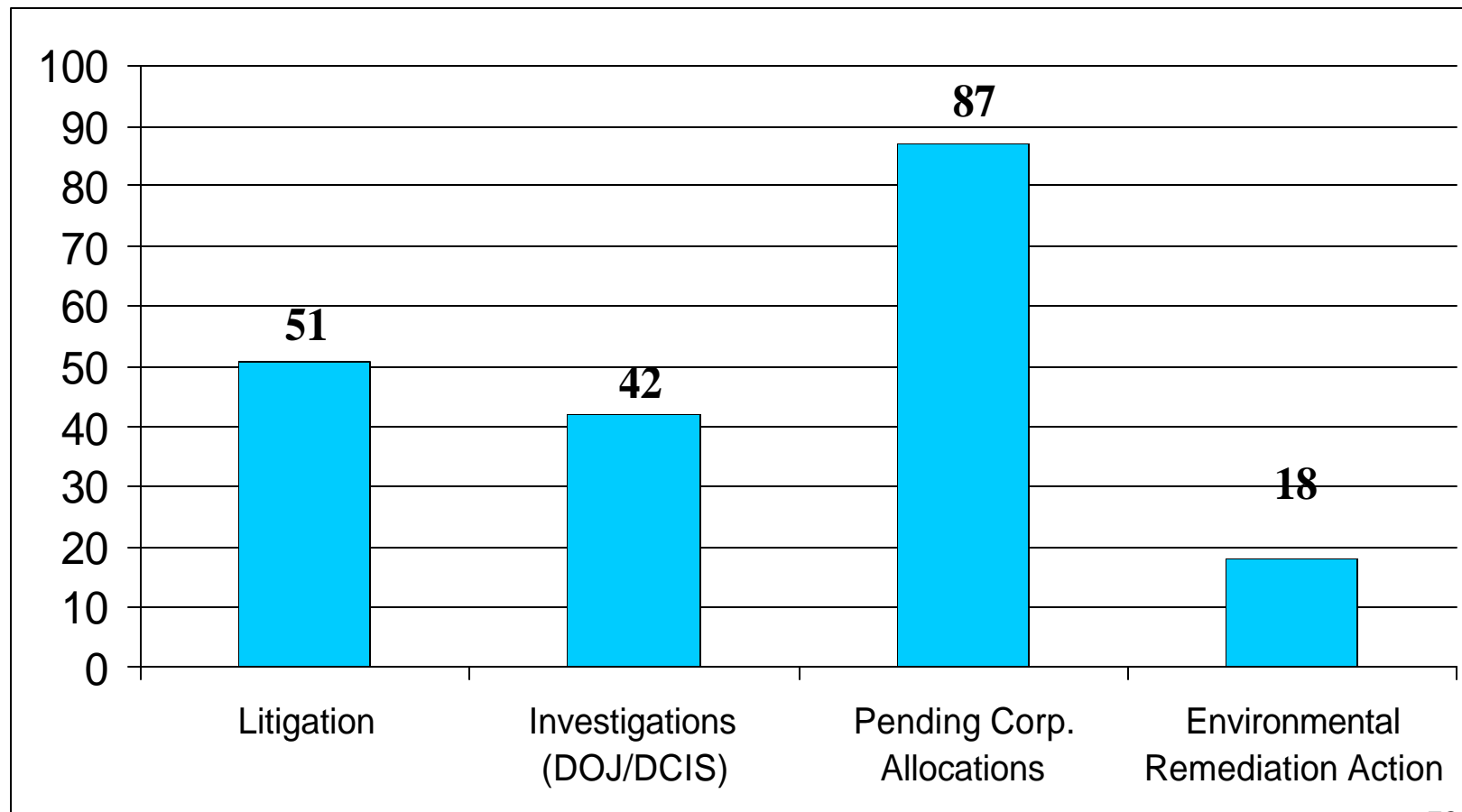
Performance Goal 2.1.1 - Open Overhead Negotiations

Corrective Action

• Continue to review individual CAO performance and corrective actions through monthly reporting using AMS and visits and assist as necessary.

•DCMC Overhead Center to support Open Overhead issues.

• Disseminate best practices in support of Overhead settlement.

•Continue review of delinquent proposals.

2.1.2 - Forward Pricing

Target: Ensure 96%-100% forward pricing rate coverage at beneficial segments, with a minimum of 68% of beneficial segments covered by FPRAs and the balance covered by FPRRs.

Current Status: Green

Description of Progress: Consistently above the FPRA goal of 68%. The trend for forward pricing coverage at beneficial segments near 100%.

Anticipated Challenges:

- Not always possible to establish FPRAs due to volatility in the defense industry

- Accurate FPRRs to ACOs and customers.

Prediction of EOY Status: Green/Over 96% forward pricing rate coverage at beneficial segments.
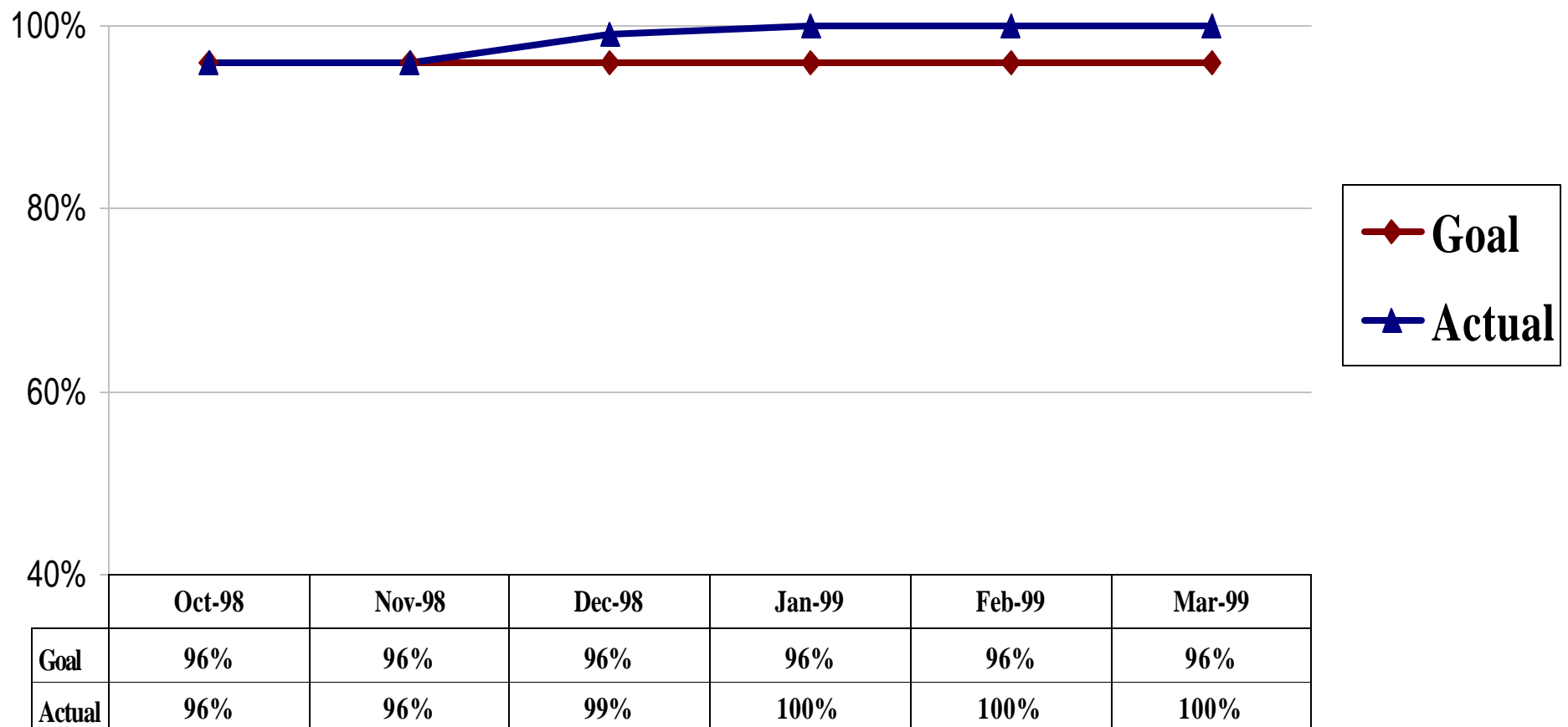
Right Price

2.1.2 - % of Contractor Segments with FPRAs/FPRRs

No. of Segments with FPRA+FPRR/Total No. of Segments = 188

FPRA/FPRR Status:	Green	FY 99 Goal : 96%-100% FPRA+FPRRs Coverage

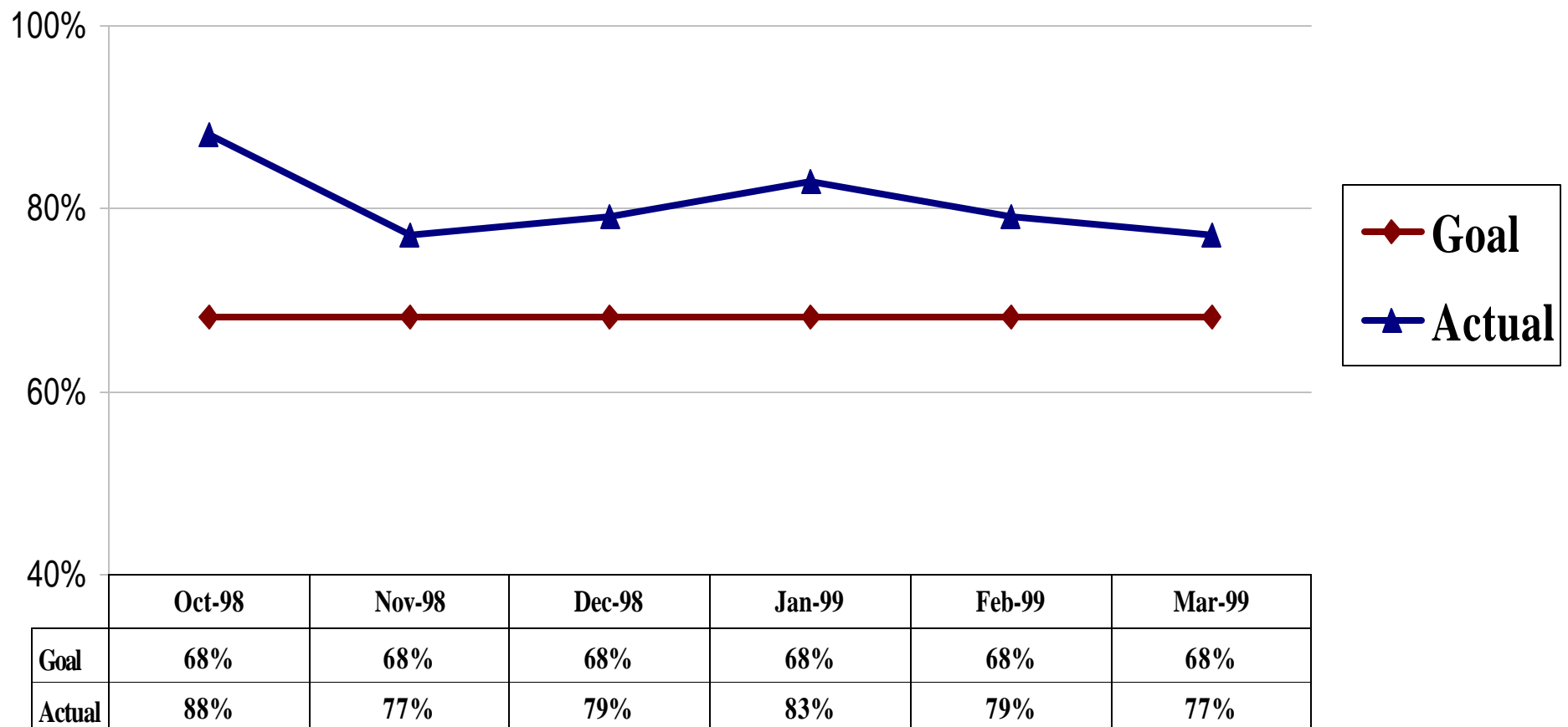|	Oct-98	Nov-98	Dec-98	Jan-99	Feb-99	Mar-99
Goal	96%	96%	96%	96%	96%	96%
Actual	96%	96%	99%	100%	100%	100%

Right Price

2.1.2 - % of Contractor Segments with FPRAs

No. of Segments with FPRAs = 145 / Total No. of Segments = 188

| FPRA Status:	Green	FY 99 Goal : 68% FPRA Coverage

	Oct-98	Nov-98	Dec-98	Jan-99	Feb-99	Mar-99
Goal	68%	68%	68%	68%	68%	68%
Actual	88%	77%	79%	83%	79%	77%

82

2.1.3 - Contract Closeout

• **Performance Goal Description:** Achieve closeout of 75% of other than firm fixed price contracts and closeout of 90% of firm fixed price contracts within the FAR mandated time frames.

• **FY99 Goal/Target:**   90% for FFP Contracts   75% for Other Than FFP Contracts

• **FY99 YTD Status:**   **FFP: 90.3 %**   **OTFFP: 71.9 %**

•**Rating:**   **FFP: GREEN**   **OTFFP: RED**

•**Description of Progress to Date:** The number of "overage" or "old" contracts which are being closed continues to increase.   The CAOs are moving physically completed contracts to Section 2 for closeout.

•**Anticipated Problems :**   CAOs closing of "old" contracts will impact DCMCs ability to meet this goal.

•**Prediction of EOY Status**: **FFP: GREEN**   **OTFFP: RED**

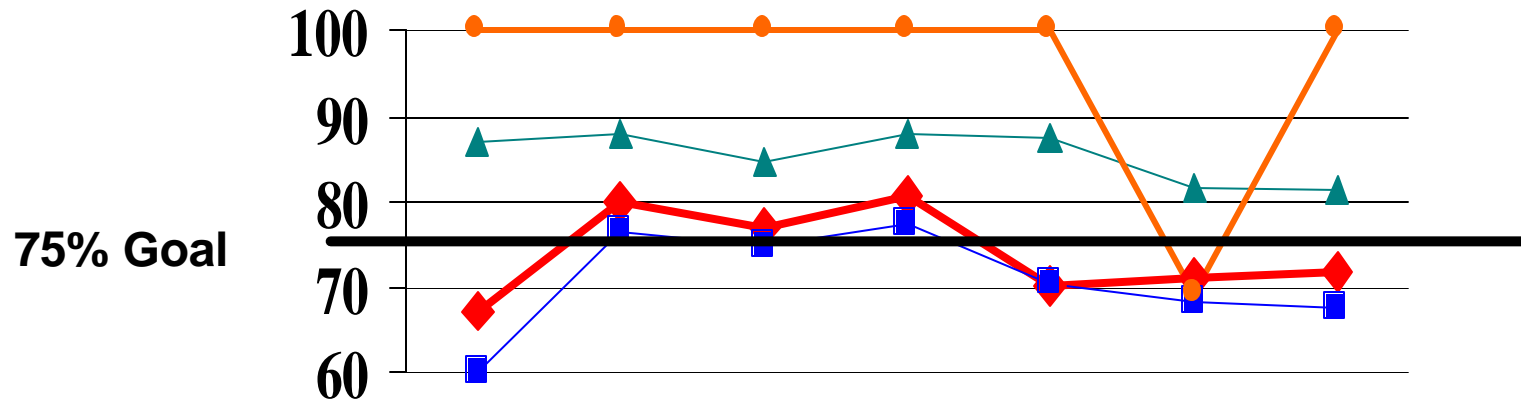# 2.1.3: Contracts Closed on Time

90% of FFP Closed On Time
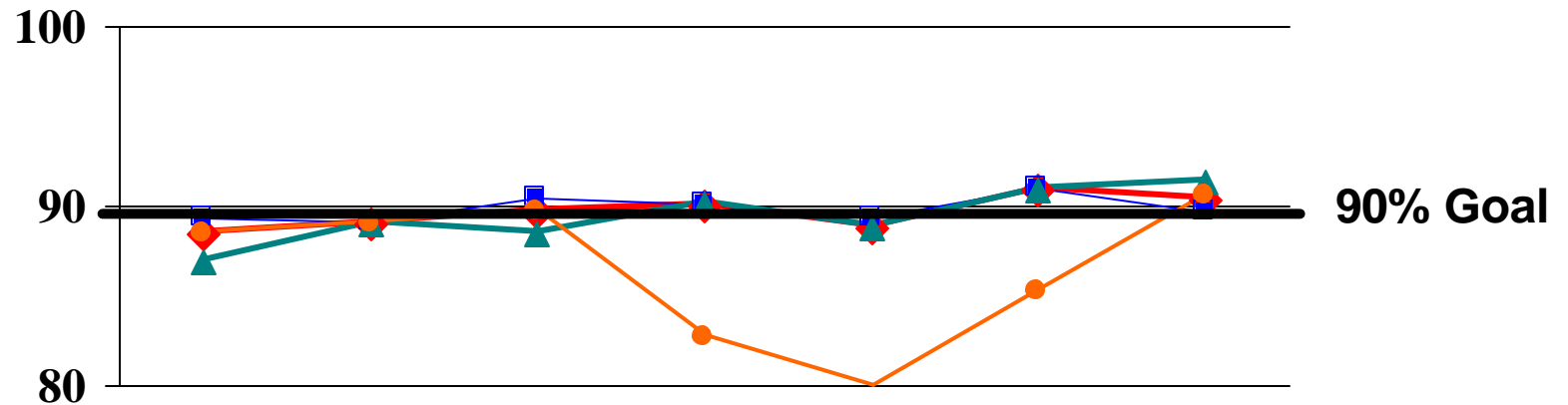
	Sep-98	Oct-98	Nov-98	Jan-99	Feb-99	Mar-99
All DCMC	88.5	89	89.7	88.8	90.9	90.3
East	89.3	89.1	90.5	89.3	91	89.7
West	86.9	89	88.5	88.8	90.9	91.3
Intl	88.5	89	89.7	79.9	85.2	90.6

2.1.3: Contracts Closed on Time
75% of Other than FFP Closed On Time

	Sep-98	Oct-98	Nov-98	Jan-99	Feb-99	Mar-99
All DCMC	67.1	80	77	70.1	71.2	71.9
East	59.9	76.3	74.8	70.5	68.1	67.7
West	86.9	88	84.7	87.6	81.6	81.4
Intl	100	100	100	100	69.2	100

75% Goal

*W/out Baltimore, East would be 79%

85

2.1.3: Contract Closeout
Supplemental Measure
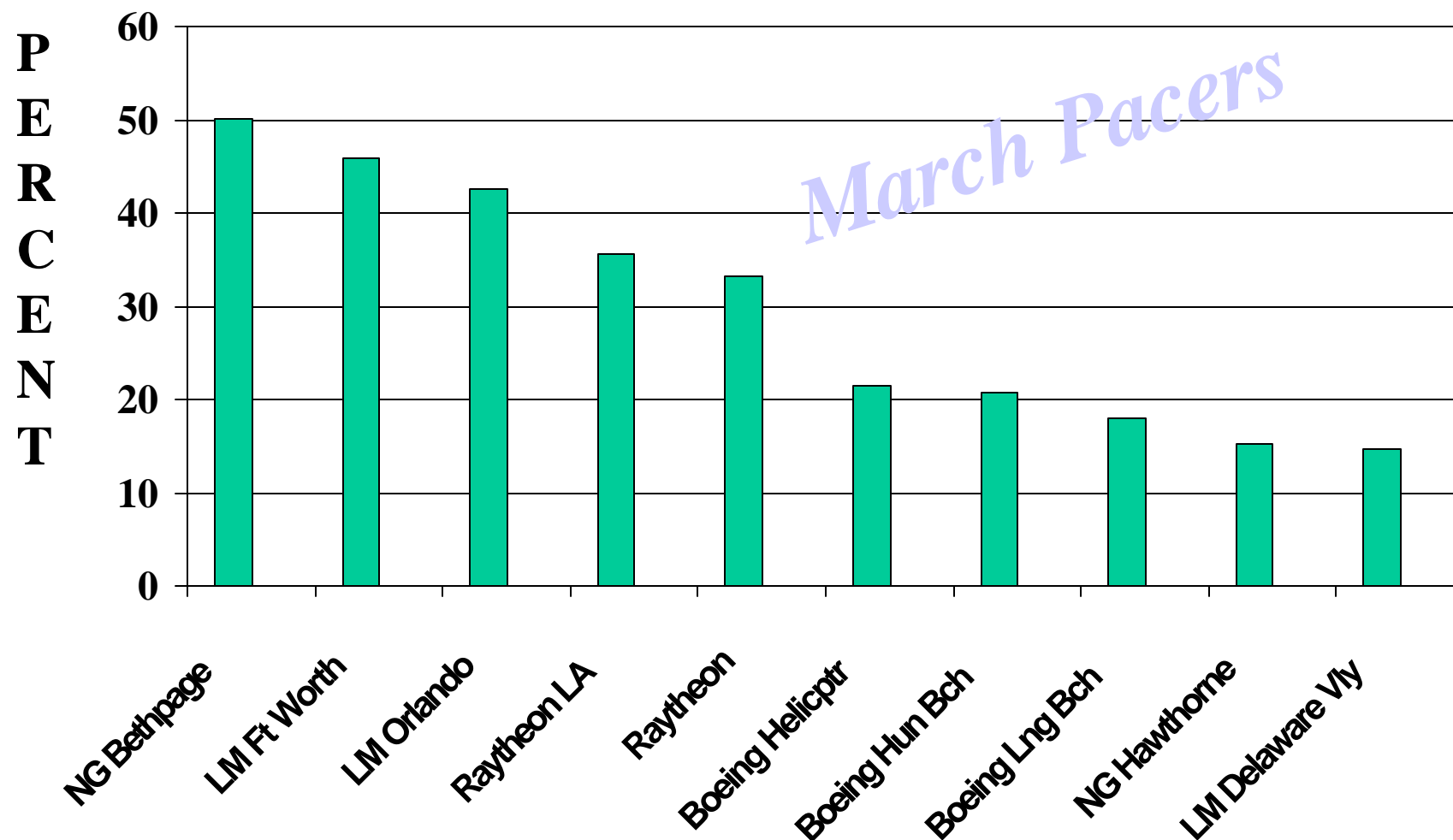## Part A, Sec 2 Percentage Increase of Overages
From Sep 98 to Mar 99
Of all CAOs with more than 300 Pt A Sec 2 contracts
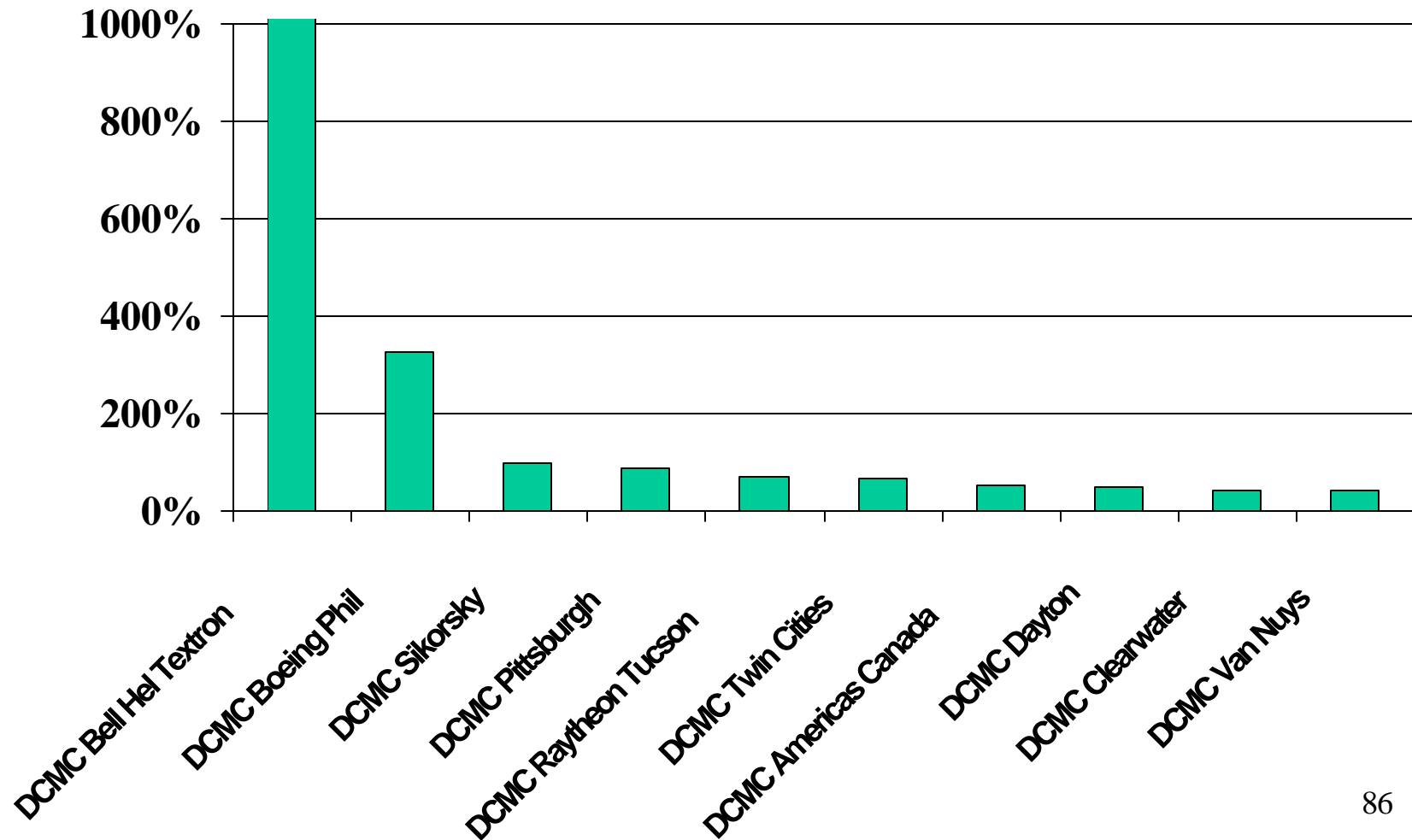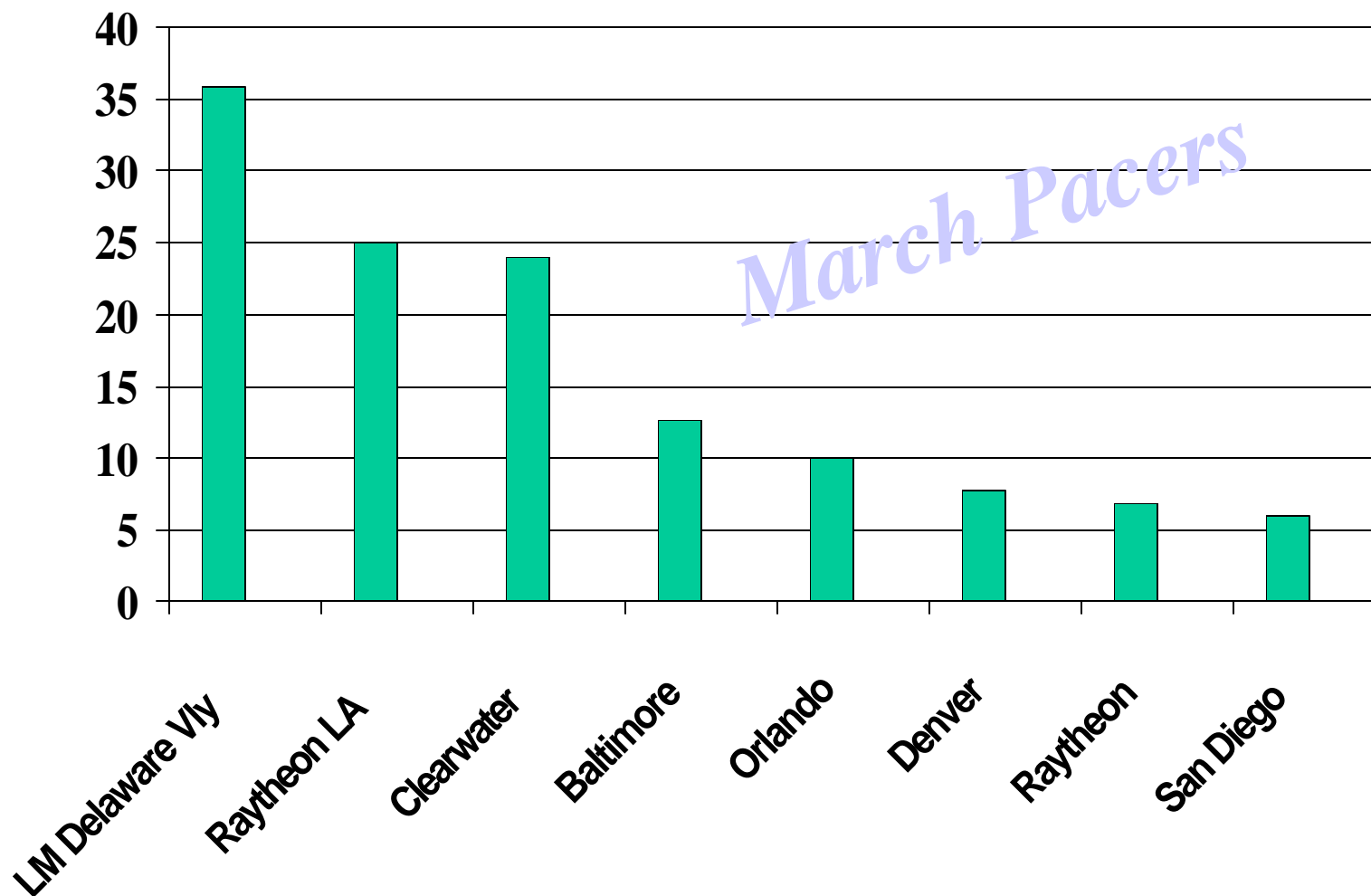
2.1.3: Contract Closeout
90% of FFP Closed On Time

Pacing CAOs

Percent Short of Goal

2.1.3: Contract Closeout
75% of Other than FFP Closed On Time

P E R C E N T (y-axis label)

March Pacers (watermark)

Y-axis: PERCENT — 0, 5, 10, 15, 20, 25, 30, 35, 40

X-axis categories: LM Delaware Vly, Raytheon LA, Clearwater, Baltimore, Orlando, Denver, Raytheon, San Diego

Pacing CAOs
Percent Short of Goal

88

2.1.3: Contract Closeout
Process Drivers for FFP Contract Closeout

A bar chart showing PERCENT on the vertical axis (0% to 60%):
- Not Coded: 42%
- Recon: 22%
- Awtg Ktr FV/Inv: 12%
- Kt Mod Pndg: 6%
- Govt Prop: 5%
- Final Pay: 3%
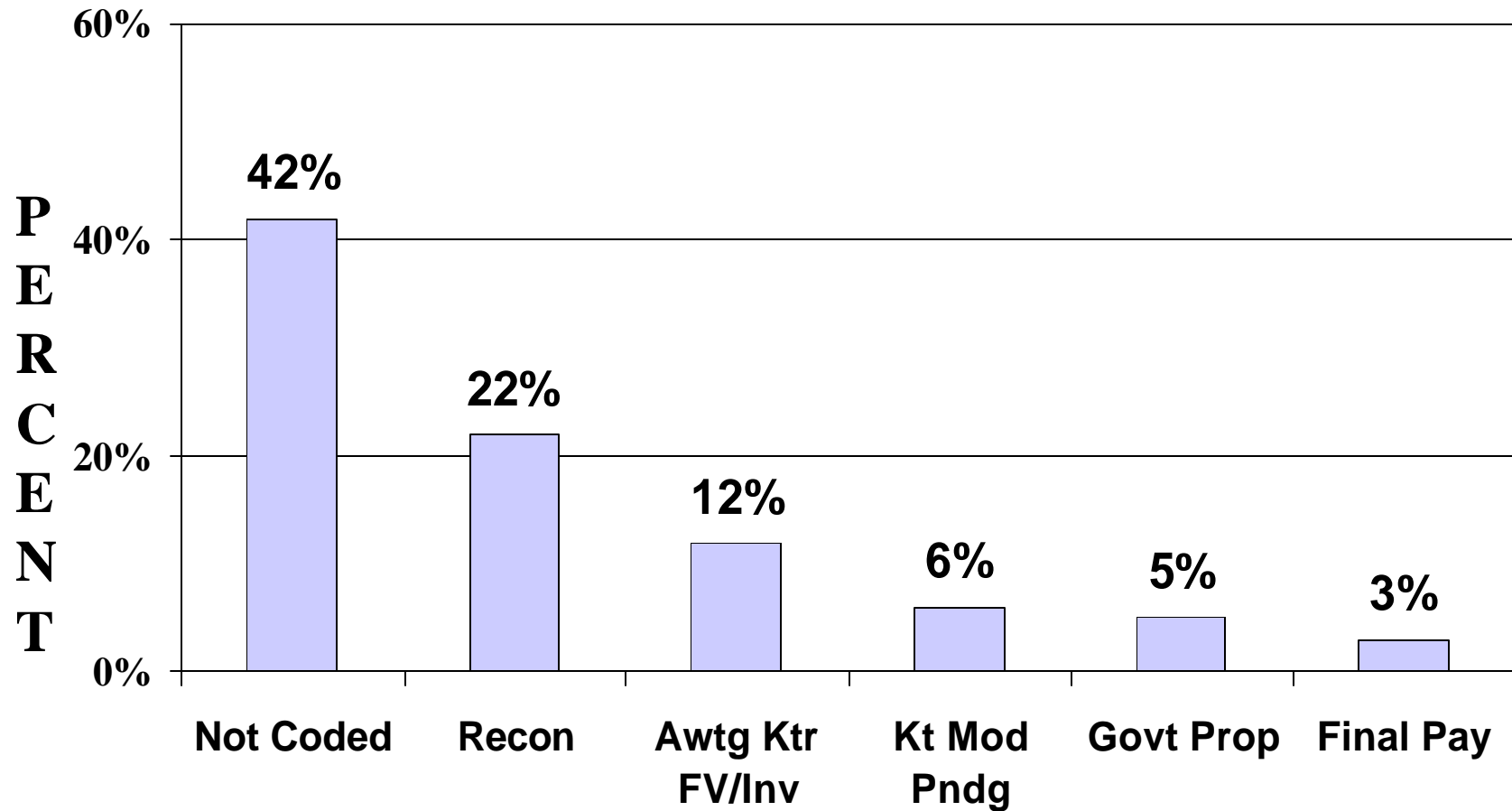
2.1.3: Contract Closeout

Process Drivers for Other than FFP Contract Closeout

P E R C E N T

Chart showing percentages by category:
- Awtg Ktr FV/Inv: 35%
- Neg O/H Rates: 26%
- Final Audit: 8%
- Not Coded: 8%
- Addtl Funds: 6%
- Final Pay: 6%
- Recon: 3%

Y-axis: 0%, 20%, 40%, 60%
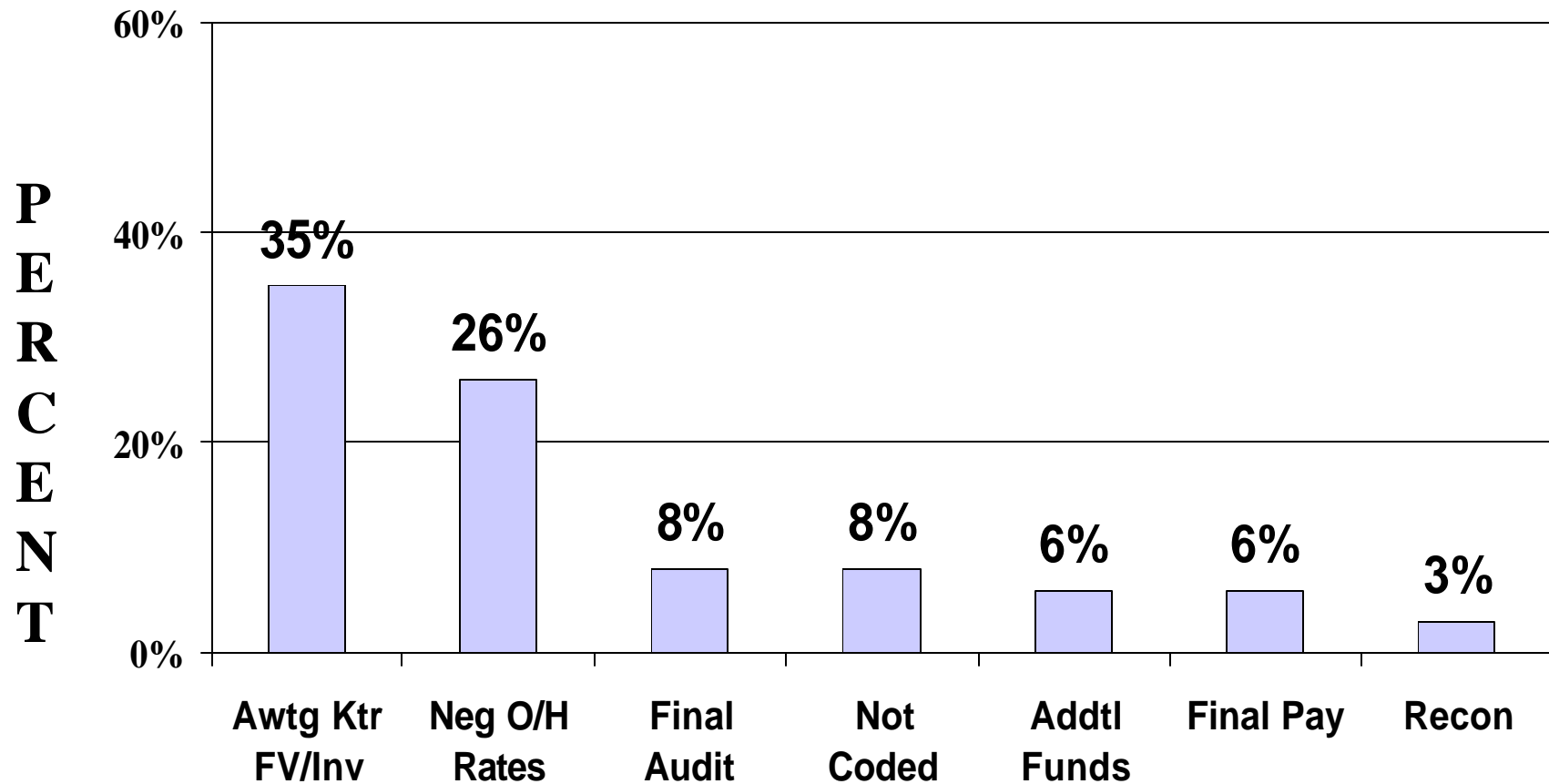
2.1.3: Contract Closeout
Supplemental Measure
Part A, Sec 2 Quantity Overages

DCMC
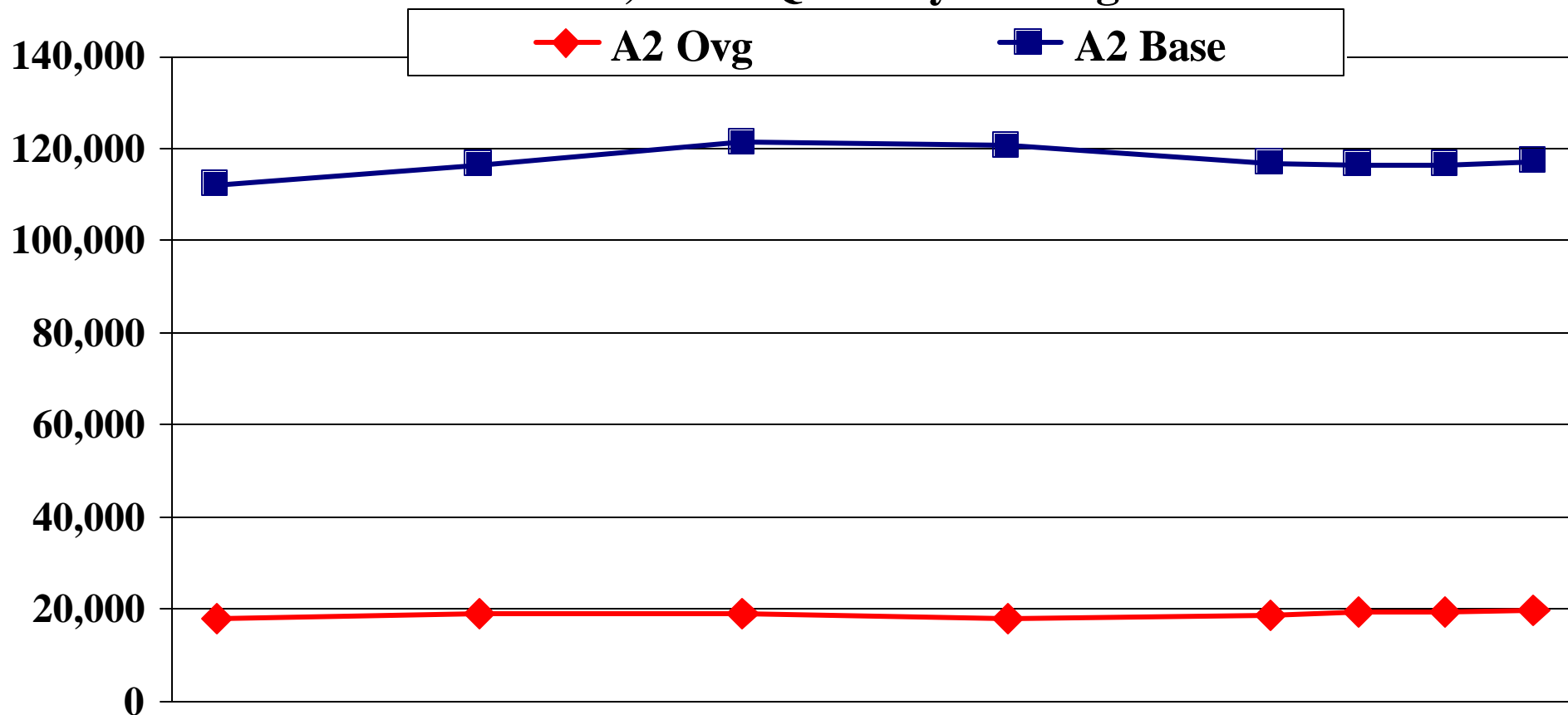
	Dec-97	Mar-98	Jun-98	Sep-98	Dec-98	Jan-99	Feb-99	Mar-99
A2 Ovg	17,831	18,975	18,961	18,094	18,541	19,334	19,291	19,625
A2 Base	112,231	116,463	121,263	120,550	117,068	116,635	116,653	117,225

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Performance Goal 2.1.3 - Contract Closeout
Corrective Action Plans

•Stressing Overage Reason coding at:
  •Commanders, Ops Chief, and SFA Conferences
  •IOA Checklist and Visits, Staff Assistance Visits
  •District Process Champion Emails to CAO POCs

•Recommend splitting up Closeout Performance Goal into two tasks:
  •Establish "burndown plan" to address closeout of "old" overage contracts
  •Achieve closeout of "newer" contracts (75% for OTFFP and 90% for FFP)

•Scheduling quarterly meetings with DCAA Region Offices emphasis need for timely reviews of Overhead Rate Proposals and Final Audits.
•Encouraging CAO Commanders to utilize Management Councils to improve contractor final invoice submissions.

•Teaming with DFAS on Reconciliations

92

Performance Goal 2.1.3 - Contract Closeout
## Update on Reconciliation and "Fast Track"

- Phase 1 tested by DFAS and OPLOCs
  - Not completely successful
  - Need new methodology to select Phase 2 test population
- Coordinating revision to joint procedures with DFAS
  - ACOs choose Fast Track Candidates with Checklist
  - Use of high visability R9 codes
- Tasking memo drafted, being coordinated with Districts
- DCMC HQ will provide DFAS with list of candidates
- DFAS and OPLOCs will confirm list of candidates
- Next Phase scheduled to begin July 15, 1999

2.1.4 - Terminations

- **Performance Goal Description:** Ensure that termination dockets are closed within 450 days from date from the effective date of termination. Excluded from the goal are those dockets terminated prior to 10/1/96.

- **FY99 Goal/Target:** Close 75% of the dockets within 450 days of the effective date of termination.

- **FY99 2nd Qtr. Status:** GREEN (78%)

- **Progress to Date:**

  - "Burn Down" Plan for terminations prior to 10/1/96 exceeding projection.

  - Significant reduction to total workload (estimated 600 closed in FY99)

- **Anticipated Problems:**

  - Failure to continue focus on dockets approaching 450 days. March 99 overage population at 11% (Note: June 99 population is at 19%).

- **Prediction of EOY Status/Position:** Green

- **Process owner:** Cynthia Brice
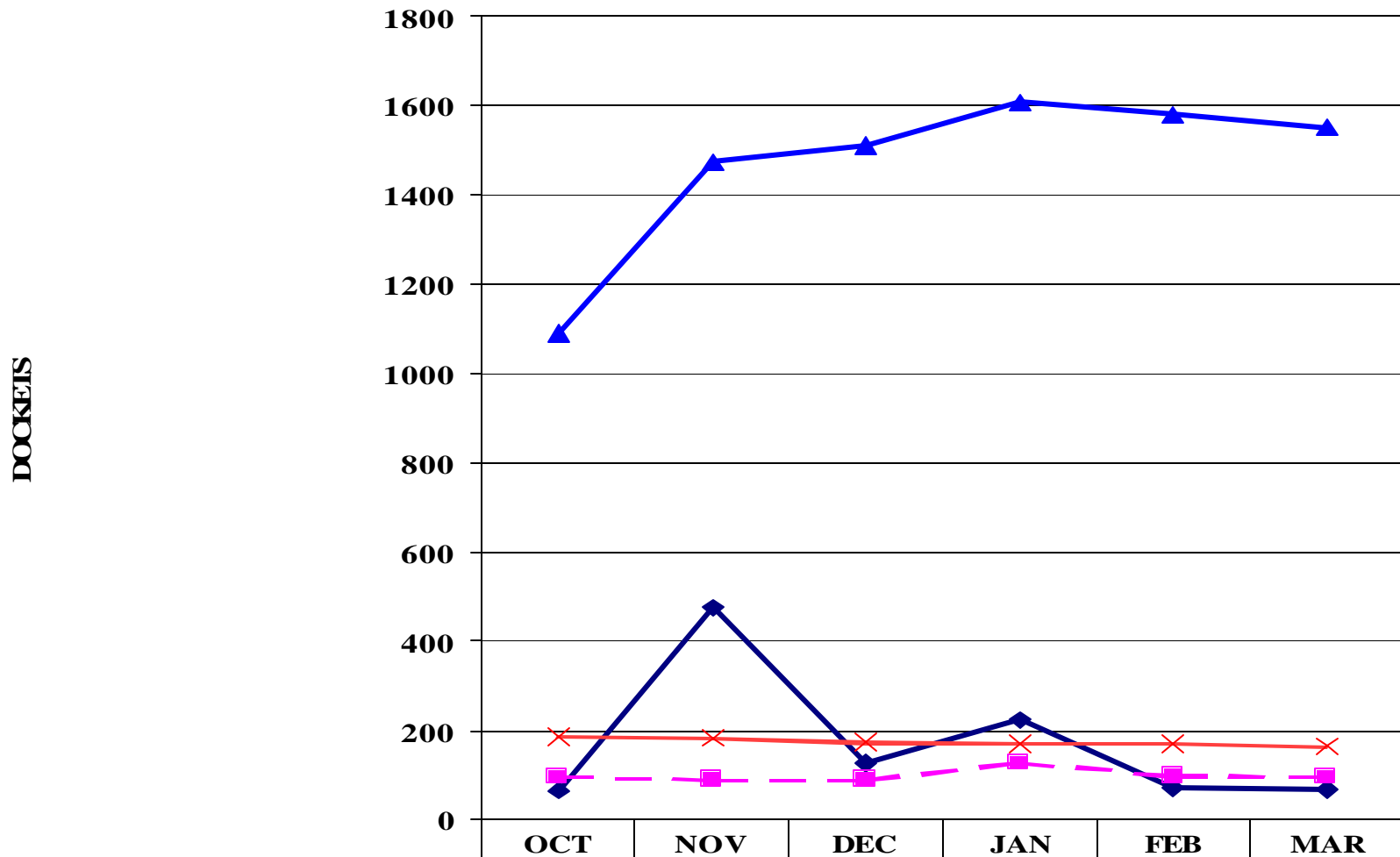
Performance Goal 2.1.4-Terminations
Performance Measurement
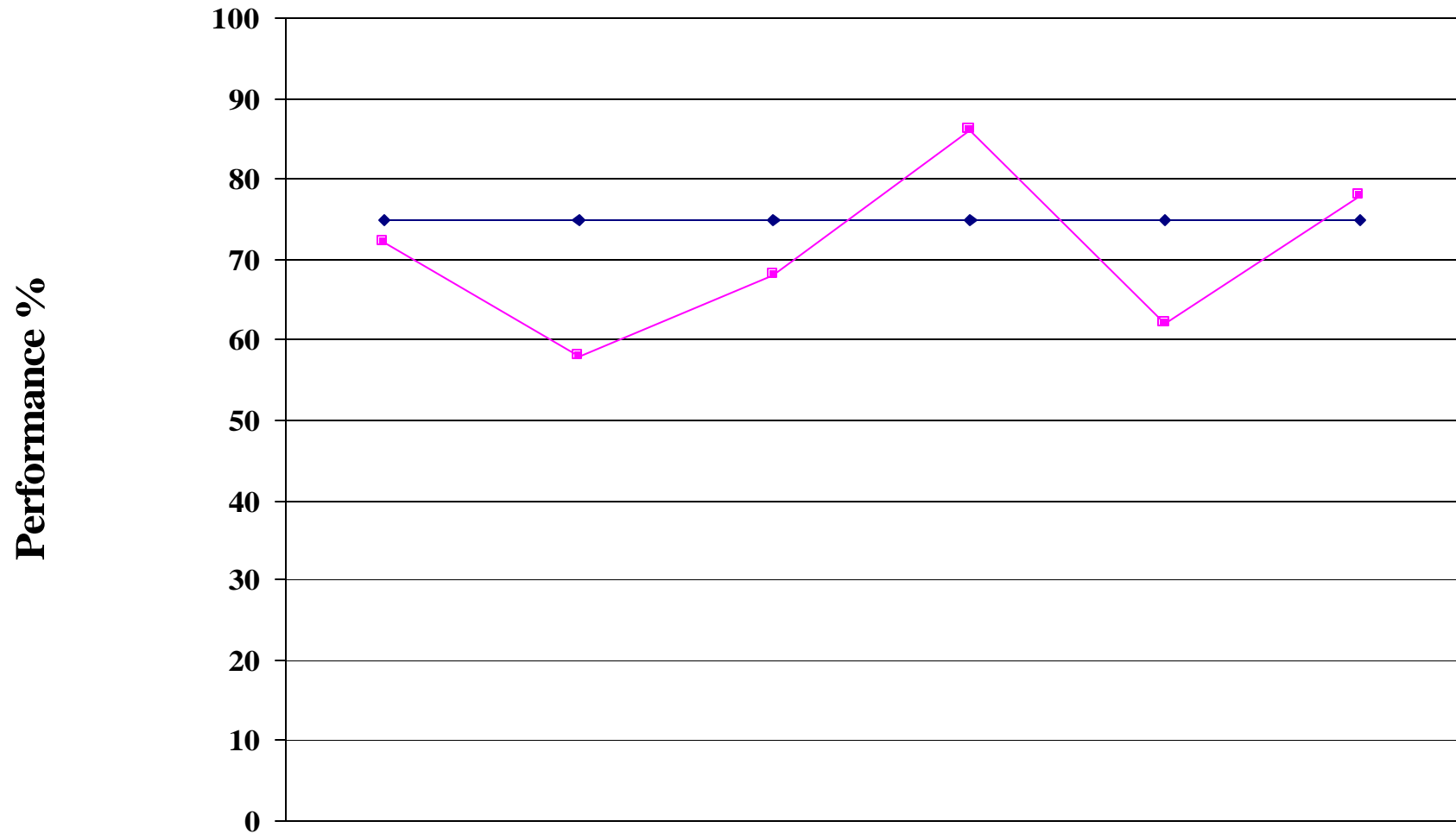
	Oct-98	Nov-98	Dec-98	Jan-99	Feb-99	Mar-99
GOAL %	75	75	75	75	75	75
DCMC %	72	58	68	86	62	78

Performance Goal 2.1.4-Terminations
Workload Measurements

	OCT	NOV	DEC	JAN	FEB	MAR
DOCKETS OPENED	64	474	127	224	70	68
DOCKETS CLOSED	96	89	90	128	99	95
DOCKETS ON HAND	1090	1475	1512	1608	1579	1552
OVERAGE	186	183	173	170	170	166

Performance Goal 2.1.4-Terminations Performance on "Burn Down Plan"
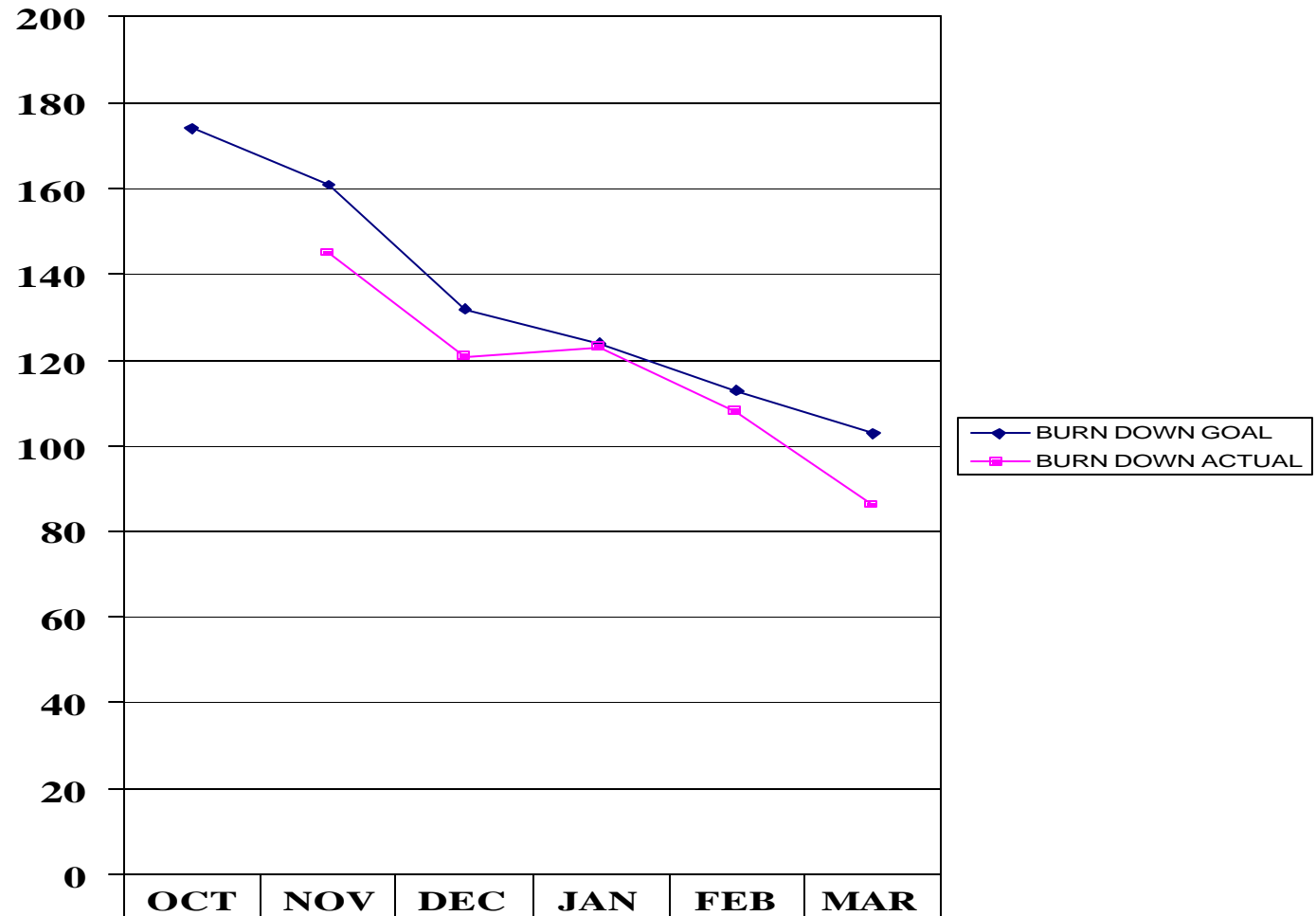
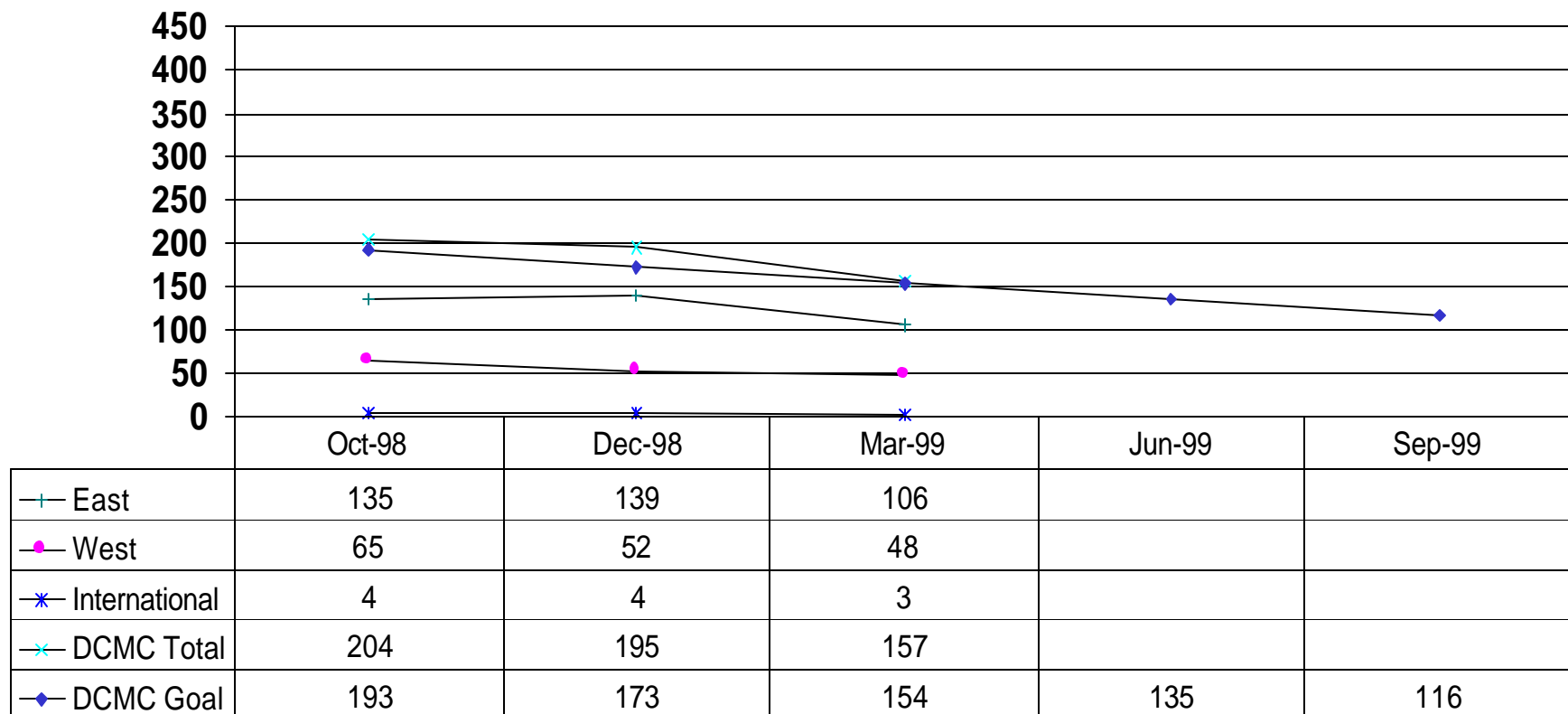|	OCT	NOV	DEC	JAN	FEB	MAR
BURN DOWN GOAL	174	161	132	124	113	103
BURN DOWN ACTUAL		145	121	123	108	86

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2.1.5 - CAS Noncompliance Reports

• **Task Description:** Reduce the FY 98 year-end backlog of overage CAS Noncompliance Reports (over one year from the date of issuance) by 40%

• **FY99 Goal/Target:** 116 overage CAS noncompliance reports

• **Current Status:** Yellow

• **Description of Progress to Date:** Improvement slope on target--within 3 of meeting milestone goal. 157 overage CAS noncompliance reports, 19% Reduction

• **Anticipated Problems:** Large number of CAS noncompliance reports on hand approaching overage date.

•**Prediction of EOY Status/Position:** Overall--Green.

Right Price - 2.1.5

Reduce the FY 98 year-end backlog of overage CAS Noncompliance Reports (over one year from date of issuance)

STATUS: YELLOW

FY99 Goal: Reduce by 40%

	Oct-98	Dec-98	Mar-99	Jun-99	Sep-99
East	135	139	106		
West	65	52	48		
International	4	4	3		
DCMC Total	204	195	157		
DCMC Goal	193	173	154	135	116

% Reduction in Overage: 10/01/96 - 9/30/97 - 24%

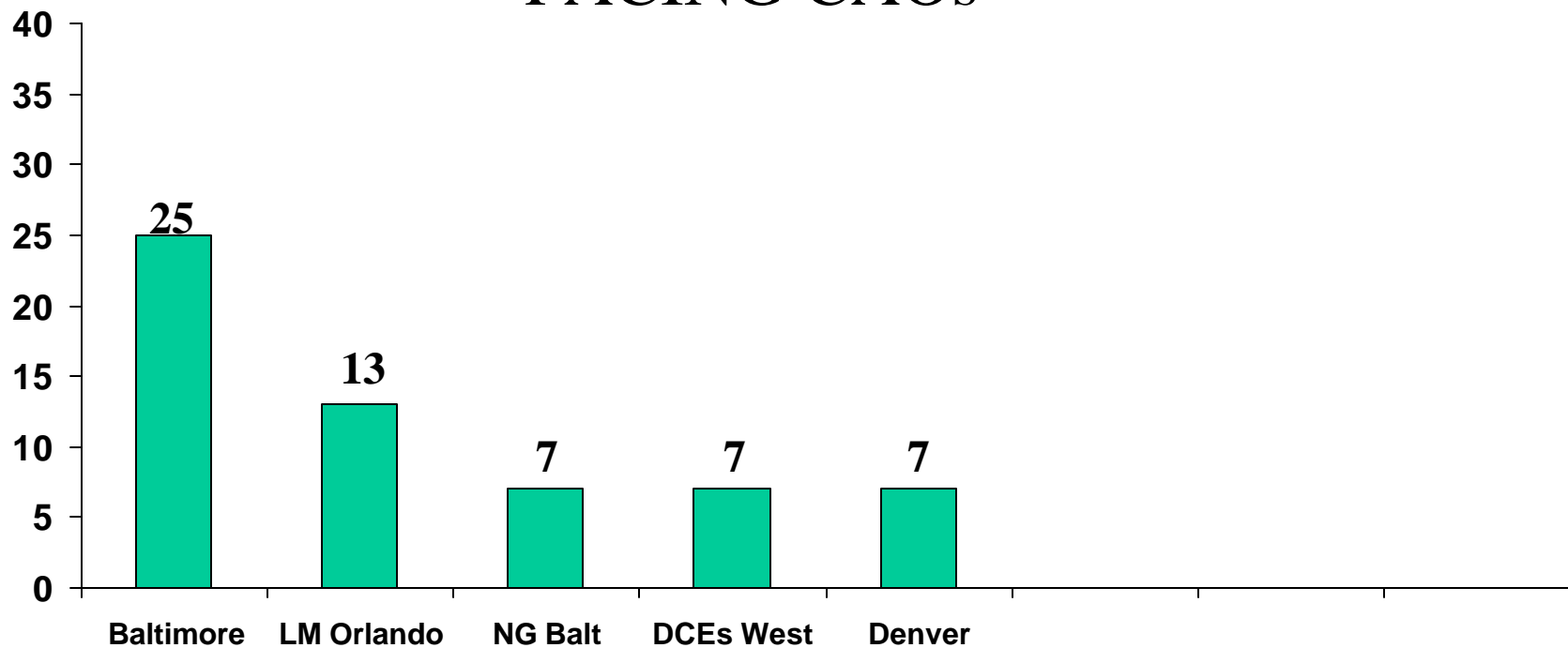10/01/97 - 9/30/98 - 36%

FY 1999   Goal   - 40 %

99

Right Price - 2.1.5

Reduce the FY 98 year-end backlog of overage CAS Noncompliance Reports (over one year from date of issuance)

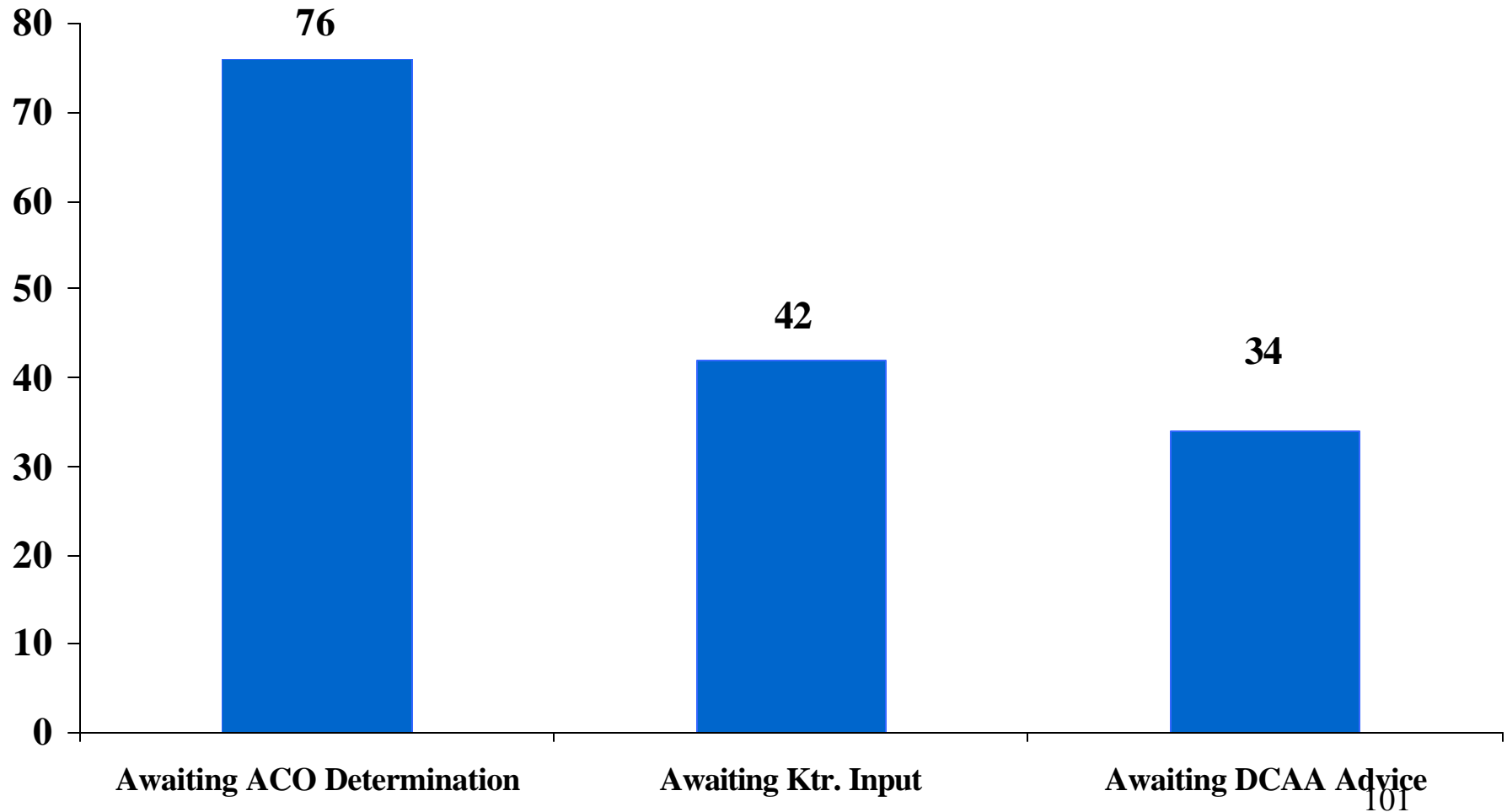**STATUS: YELLOW**   FY99 Goal: Reduce by 40%

PACING CAOs

The Top Five Offices Account for 38% of Overage CAS Reports.

2.1.5: CAS Noncompliance Reports

Root Cause Analysis - March Data

Bar chart showing:
- Awaiting ACO Determination: 76
- Awaiting Ktr. Input: 42
- Awaiting DCAA Advice: 34

2.1.5: CAS Noncompliance Reports

Corrective Action

oDCMDE letter to all Commanders introduced monthly reporting requirement for CAOs with 2 or more overage CAS noncompliance reports on last day of month. CAP required for each overage report.

o Conduct additional site visits.

o Two CAS Noncompliance Workshops held in coordination with DCAA

2.1.6 - Improve Specialized Safety Program

- Task Description: Improve the effectiveness of Specialized Safety
- Goal/Target: Investment
- Current Status: Green
- Description of Progress To Date:

    -One Book Chapter was revised

    -Best Practice Guide draft out for coordination

    -Gathering data on top level metric

    -Core competencies were developed and incorporated into DCMC

       training matrices

    -The first phase, i.e.,the evaluation and analysis of certification

       program is completed

- Anticipated Problems: None
- Predication of EOY Status/Position: Complete task and subtasks.

2.1. 6 - Improve/Institutionalize the Specialized Safety Program

ID	Task Name	Duration	1998																
			Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
1	Improve Specialized Safe	261d																		
2	**Develop best practice g**	**57d**																		
3	Modify guide based o	5d																		
4	Guide to editor	31d																		
5	Guide to DCMC-OI	5d																		
6	Deploy guide	1d																		
7	**Develop top level metri**	**145d**																		
8	Test metric	132d																		
9	Results to DCMC-O	1d																		
10	Deploy metric	5d																		
11	**DCMDI waiver**	**1d**																		
12	Formal evaluation due	1d																		
13	**Review certification pro**	**5d**																		
14	Develop core compet	5d																		
15																				
16																				
17																				

Performance Goal 2.1.7 - Reduce Basic CAS

- **Task Description:** Reduce the year-to-date FY 99 fourth quarter composite unit cost for all Basic CAS cost pools by 5% from the fourth quarter FY 98 baseline measured at the District level without increasing the other unit cost pools.

- **Goal/Target:** (Basic CAS Goal represents 95% of 4th Qtr FY98)

	Basic CAS Goal	Baseline Other Cost Pools
– DCMC:	$320.27	$242.36

- **Current Status:** Green

- **Description of Progress to Date:**

	2Q Basic CAS	2Q Other Cost Pools
– DCMC:	$307.44 IN	$219.98 IN

- **Prediction of EOY Status/Position:** Green

Overall UC Down 6%
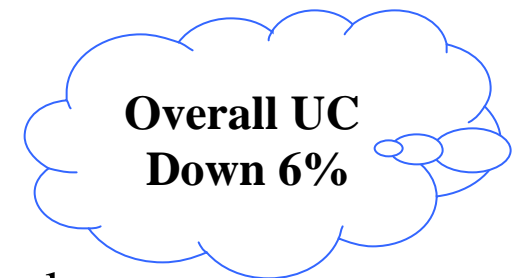
Exceeding goal: Workload up Costs down

Investment Goal 2.1.8 - Implement the Unit Cost Implementation Plan

- Task Description: **Implement the Unit Cost**
- Goal/Target: **Progress against an established milestone implementation plan**
- Current Status: **Green**
- Description of Progress to Date:
  - **Training for new Commanders/ Unit Cost Administrators**
  - **CAO site visits**
  - **"Outlier" information provided to process owners**
  - **CAO Milestones**
    - **FMR's at CAOs**
    - **UC Administrator's identified**
    - **UC Administrator's capable of providing analysis for FMR.**
  - **On Track to Implement ABC at HQ and CAO's**
- Anticipated Problems: **None**
- Prediction of EOY Status/Position: **Green**

Investment Goal 2.1.9 - Integrated Management System (IMS)

- **Investment Goal Description: Implement actions to institutionalize the IMS at all levels in the Command.**

- **Goal/Target: Progress against established milestone plan.**

- **Current Status: Green**

- **Description of Progress to Date:**
  - **Published IMS One Book chapter (Jan 99).**
  - **Published FY 00 Business Plan (Mar 99).**
  - **IMS was theme of FY 00 Business Plan Workshop (Mar 99).**
  - **Updating Business Processes (IMS) Guidebook and integrated IMS schedule (Mar-Sep 99).**
  - **Developing web-based IMS training (Mar-Sep 99).**

- **Anticipated Problems: None**

- **Prediction of EOY Status/Position: Green**

2.1.10 - Electronic Document Workflow (EDW)

- **Task Description: Implement EDW**
- **Goal/Target: 80% of designated sites**
- **Current Status: Green**
- **Description of Progress To Date: On Track!**
  - Deployment completed at 28 of 68 CAOs (41%)
  - Will meet FY99 goal
  - Expect deployment to 100% of CAOs by Dec 99
- **Anticipated Problems: None**
- **Prediction of EOY Status/Position: Green**

2.1.10 - Electronic Document Workflow (EDW)
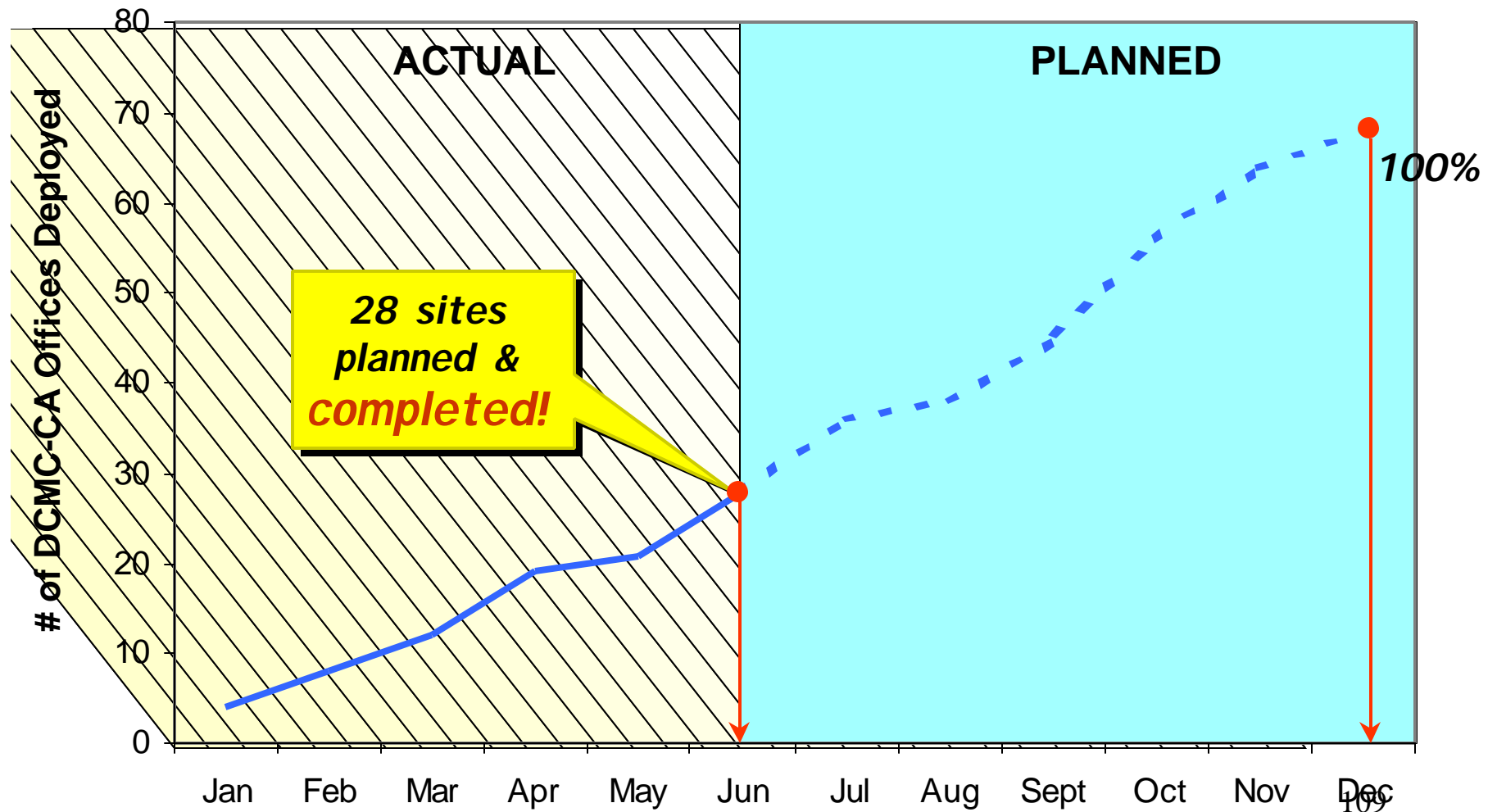
2.1.11 - GSA Vehicles

- **Performance Goal Description:** Ensure that 90% of all GSA leased vehicles meet a minimum utilization rate of 98% (CONUS)

- **FY 99 Goal/Target:** 9,800 miles per vehicle

- **FY 99 YTD Results:** Red. Both Districts rated themselves green based on reductions in cars. Data integrity problems. Not all areas have recorded utilization in EMACS. 392 vehicles in EMACS with 0 utilization (DCMDE: 282 of 510, DCMDW 24 of 478, DCMDI 86 of 112).

- **Description of Progress to Date:**
  - Training course held May 12-13 on EMACS database
  - Reduction of underutilized vehicles by Districts

- **Anticipated Problems:** Potential for continuing problems with data integrity. Scheduling a meeting with the Districts and DLSC.

- **Prediction of EOY Status:** Red

Performance Goal 2.1.12 - Useable Space

- **Performance Goal Description:** Reduce net usable space at noncontractor locations

- **FY 99 Goal/Target:** 130 sq ft office space per person

- **FY 99 YTD Results:** Yellow (West: 168 sq ft per person) (East: 158 sq ft per person)

- **Description of Progress to Date:**
  - Feeder report being recompiled due to definition changes
  - Revised planning/budgeting/approval process
  - Metrics will be available at next MMR

- **Anticipated Problems:** As reductions in personnel occur, utilization rate per employee will increase unless plans are developed to relocate and/or release excess space upon renegotiation of leases

- **Prediction of EOY Status:** Yellow

2.1.13 - High Grades

- **Performance Goal Description**: Reduce the quantity of high grade positions (GS 14, 15, and SES) throughout DCMC.

- **FY99 Planned Goal/Target**: 499

- **FY99 Actual Results:** 498

- **Rating: Green**

- **Reason For Achieving Goal:** Planned actions: GS-14 position review ongoing, continue VERA/VSIP,   no back filling -- except approved by the RUC, RIFs at overburning locations --Consolidation reviews.

- **HQ Process Owner:** Melanie Reinders, DCMC-BA

Performance Goal 2.1.13 - High Grades

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
DCMC	510	498		
Target	499	499	499	499

(FY99)

113
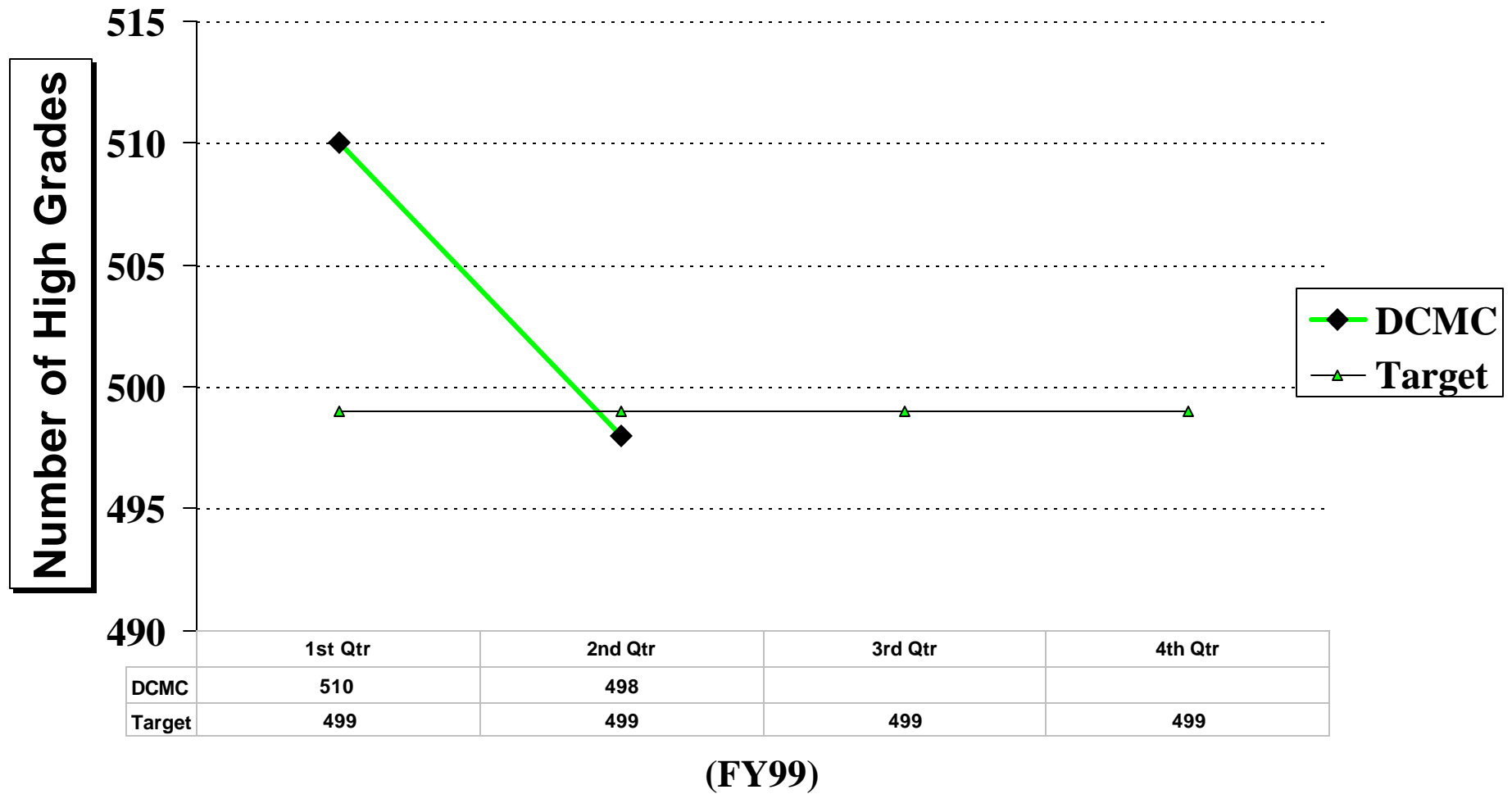
Performance Goal 2.1.13 - High Grades

DCMC HIGH GRADES				
ORG	14	15	SES	**31MAR 99 Total**
DCMC HQ	55	26	4	**85**
DCMDE	168	25	0	**193**
DCMDW	126	24	0	**150**
DCMDI	40	10	0	**50**
OTHER	16	4	0	**20**
TOTAL	**405**	**89**	**4**	**498**

**Goal
FY99-499**

114
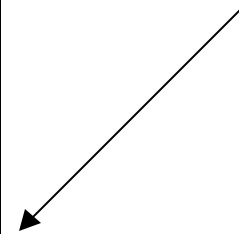
2.1.14 - Supervisory Ratio

- **Performance Goal Description**: Increase the ratio of civilian employees to civilian supervisors.

- **FY99 Planned Goal/Target**: 14:1

- **FY99 Actual Results:** 13.3:1

- **Rating: Yellow**

- **Reason for not Achieving Goal:** Downsizing initiatives impact on this goal not being considered. Planned actions: implementation of Work Leader Grade Evaluation Guide, GS-14 position review, consolidation reviews, and continue use of VERA/VSIP.

- **HQ Process Owner:** Melanie Reinders, DCMC-BA

Performance Goal 2.1.14 - Supervisory Ratio

GOAL

FY99 - 14:1

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
DCMC	13.6	13.3		
Target	14.0	14.0	14.0	14.0

OPPORTUNITIES

- Position Reviews
- Office Consolidations
- Team Leader Guide
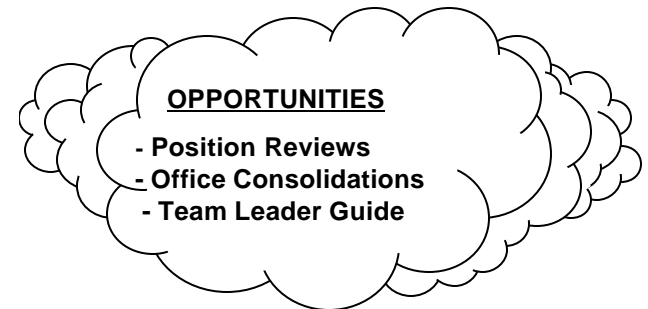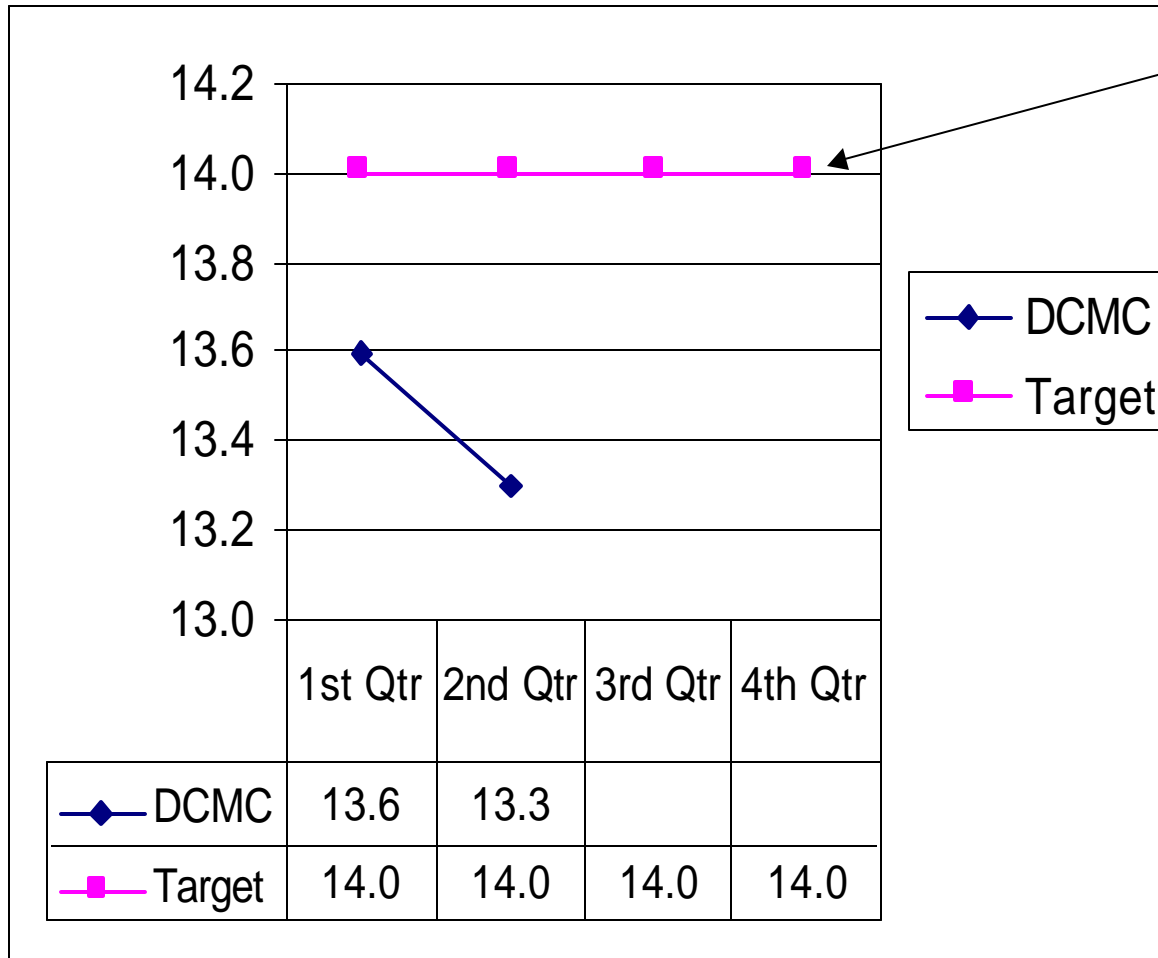
*Includes 120 Foreign Nationals.

116

Performance Goal 2.1.14
Supervisory Ratio Trend
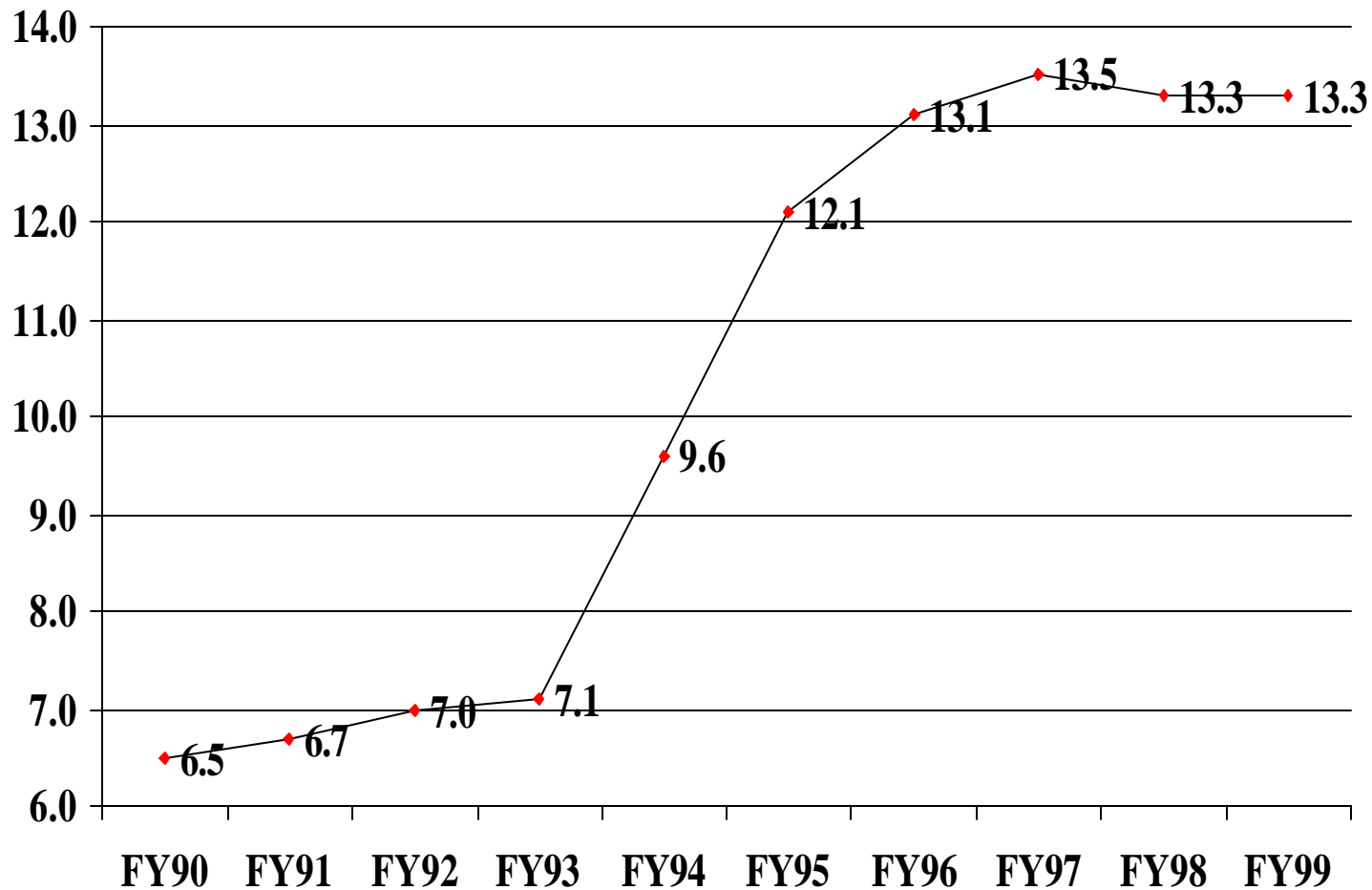
Performance Goal 2.1.14 - Supervisory Ratio Pacing Activities

W/OUT FOREIGN NATIONALS			
	Non Supv	**Supv**	**Ratio**
All DCMC	*11,646*	*880*	*13.23*
DCMC HQ	137	12	11.42
DCMDE	6,001	466	12.88
DCMDI	495	42	11.79
DCMDW	4,664	325	14.35
W/120 FOREIGN NATIONALS			
	Non Supv	**Supv**	**Ratio**
All DCMC	*11,766*	*880*	*13.37*
DCMC HQ	137	12	11.42
DCMDE	6,001	466	12.88
DCMDI	615	42	14.64
DCMDW	4,664	325	14.35

Source: DCPDS

2.1.15 - UCA Definitization

- **Performance Goal Description:** Reduce the percentage of overage undefinitized contract actions
- **FY99 Goal/Target**: 10% or less
- **FY99 YTD Results**: 36%
- **Rating:** Red
- **Reasons for not achieving goal:**
  - Very ambitious goal
  - Pie chart quantifying reasons follows
- **Projected EOY Status**: Red (25%)
- **HQ Process Owner:** Faye Turner

2.1.15 - UCA Definitization

UCA TREND BY COUNT
(QTRLY AVERAGE ON-HAND AND OVERAGE)

Mar 31, 1999 - 2,449 On-Hand 886 Overage

Total UCAs On-Hand

Overage UCAs

	2nd Qtr 96	2nd Qtr FY 97	2nd Qtr FY 98	2nd Qtr FY 99
On-Hand	6605	4935	3288	2516
Overage	2218	1342	715	981

120
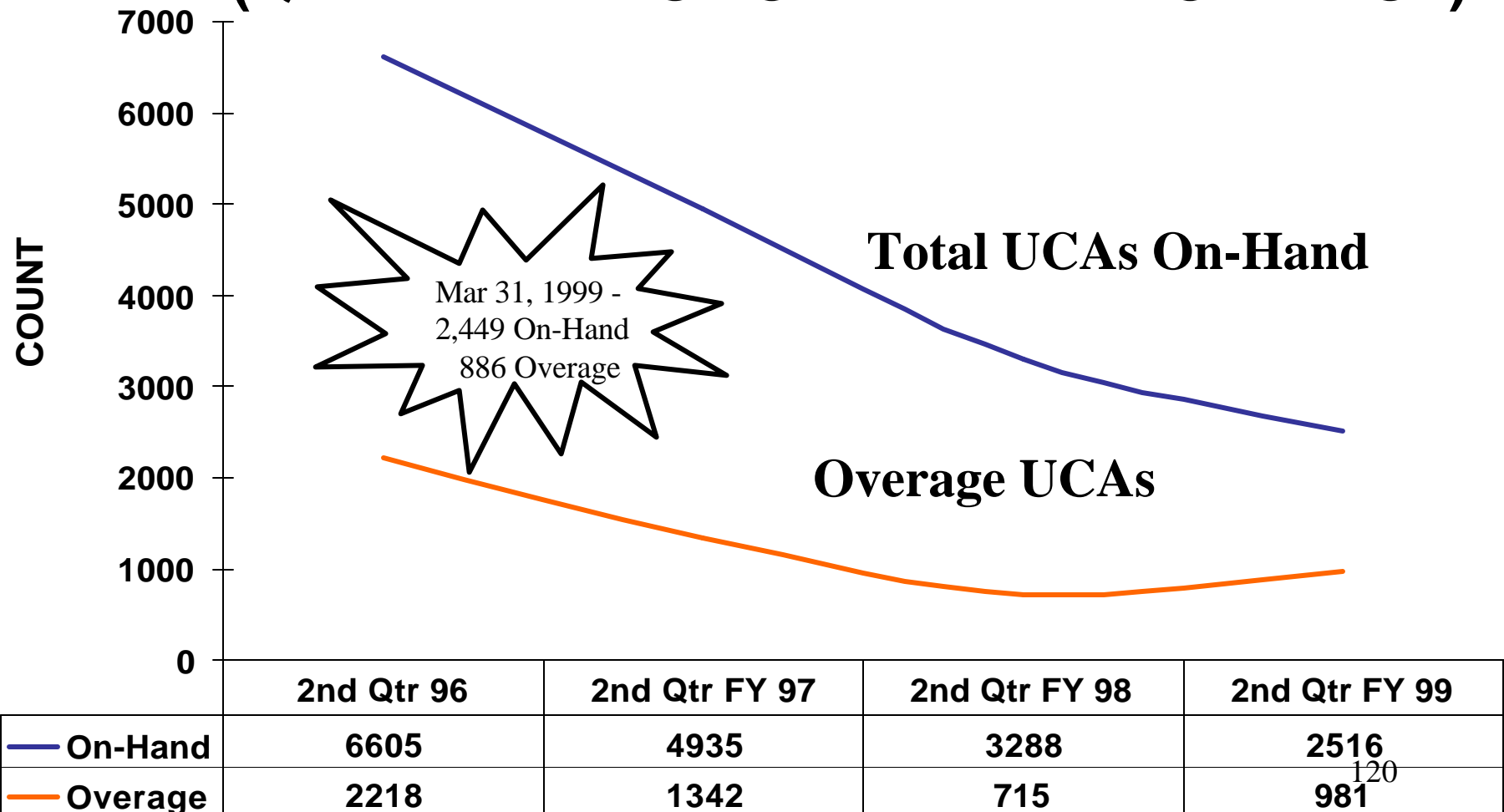
2.1.15 - UCA Definitization

As of March 31, 1999

by count - 2,449

by dollars (000,000) - $685

Army 29
Other 323
Air Force 330
Navy 1,767
(NAVICP 1,386)

Army $7.5
Other $90
Air Force $200
Navy $387.5

121
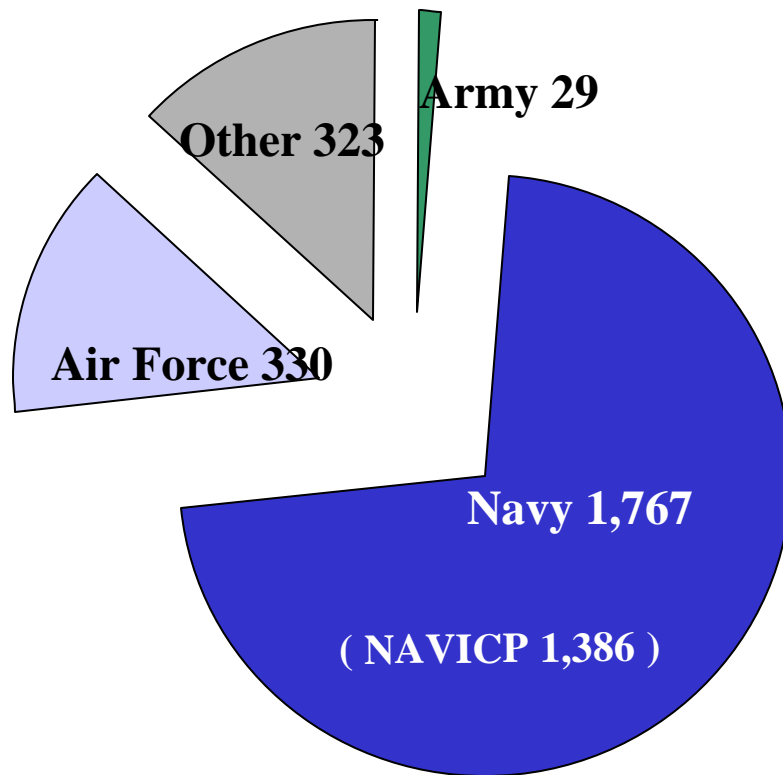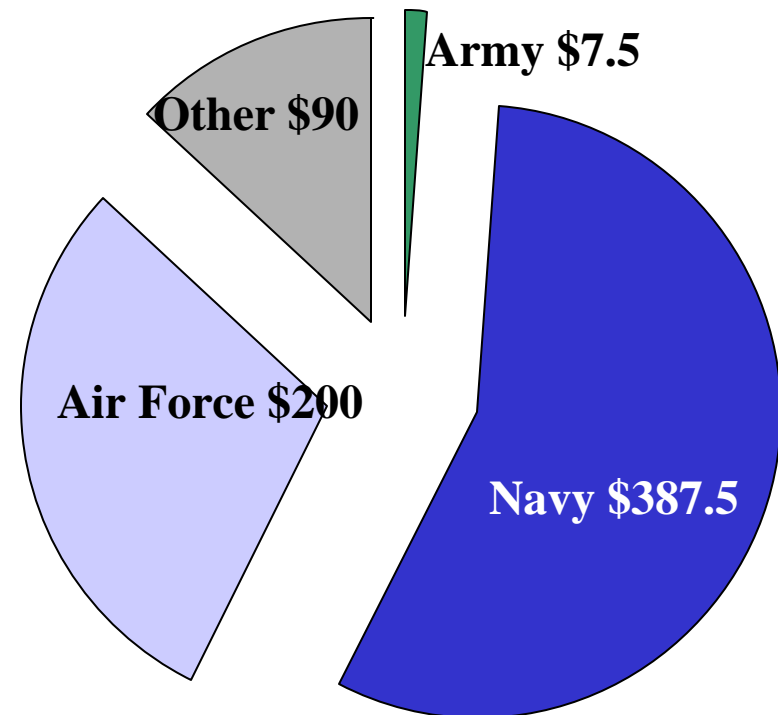
2.1.15 - UCA Definitization

PACING CAOs - BY OVERAGE UCA COUNT
(including major Buying Commands)

	Raytheon	NG Hawthorne	Boeing Seattle	NG Bethpage	Syracuse
■ Overage	91	82	64	60	54
■ Open	133	179	90	189	132
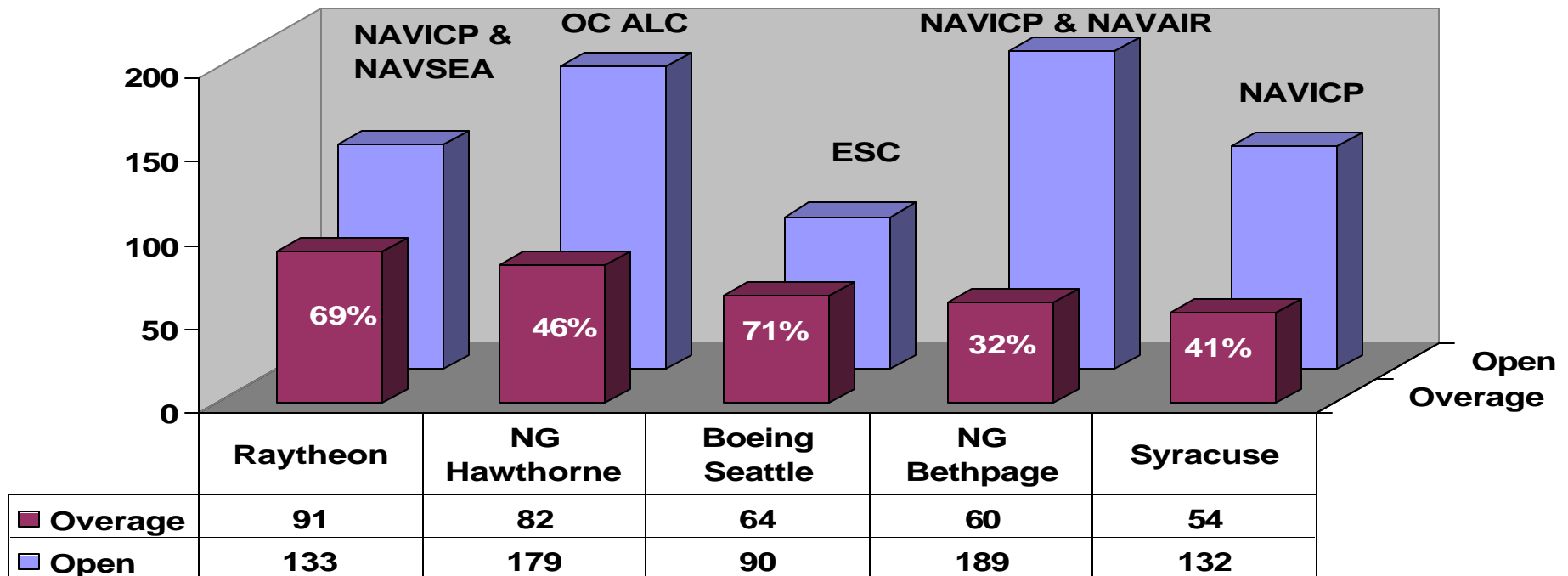
2.1.15 - UCA Definitization

PROCESS DRIVERS for PACING CAOs (by count)

	RAYTHEON	NG HAWTHORNE	BOEING SEATTLE	NG BETHPAGE	SYRACUSE
LATE PROPOSAL	49%	0	23%	50%	6%
NEGOTIA-TION PROCESS	32%	6%	56%	22%	9%
REVIEW PROCESS	0	13%	0	28%	38%
FUNDING	2%	62%	12%	0	6%
TECHNICAL ISSUES	13%	19%	9%	0	13%
WAITING REPAIR ITEMS	4%	0	0	0	28%

2.1.15 - UCA Definitization

- Districts working corrective action plan
- Headquarters NAVSUP visit
  - Charter for IPT drafted

2.1.16 - Negotiation Cycle Time

- Task Description: Improve negotiation cycle time
- Target: Goal TBD for FY00 Performance Plan
- Current Status:
  - Evaluating baseline performance for data integrity.
  - Plan to establish process drivers and test DIRAMS.
- Progress To Date:
  - AMS appears to be being populated (Districts verifying data)
  - Analysis of AMS data (complete by end of September 1999)
- Anticipated Problems: None
- Predicted EOY Status: Districts scheduled to propose achievable goals for FY00.
- HQ Process Owner: Scott Clemons

2.1.16 Negotiation Cycle Time
Average Negotiation Cycle Times by District

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
DCMDW	73	80	64	69	70	77	69	77				
DCMDE	80	98	140	101	114	88	91	102				

(Process Manager: Scott Clemons)

2.1.16 Negotiation Cycle Time
Quantity of Negotiations by District

STATUS: N/R   FY 99 Goal: 2.1.16 Improve Negotiation Cycle Time

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
■ DCMDE	279	268	323	316	282	307	263	267				
■ DCMDW	172	108	204	136	155	168	159	103				

(Process Manager: Scott Clemons)

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2.1.16 Negotiation Cycle Time
Negotiation Cycle Time Pacing CAOs by Days

STATUS: N/R   FY 99 Goal: 2.1.16 Improve Negotiation Cycle Time

Pacing CAOs

	Detroit	NG Balt	P&W	Raytheon	Orlando	Boeing LB	Boeing Seattle	LM M&S	NG Bethpage	GE Aircraft
Days	513	419	278	251	227	203	193	159	156	155
Qty	24	11	15	82	118	6	96	5	209	4

(Process Manager: Scott Clemons)

2.1.16 Negotiation Cycle Time
Negotiation Cycle Time Pacing CAOs by Quantity

Pacing CAOs

	NG Bethpage	Twin Cities	Baltimore	Sikorsky	Syracuse	Boeing SL	Phoenix	Boston	Orlando	Van Nuys
Days	156	42	56	62	79	100	62	74	227	67
Qty	209	180	175	167	155	148	130	122	118	115

(Process Manager: Scott Clemons)
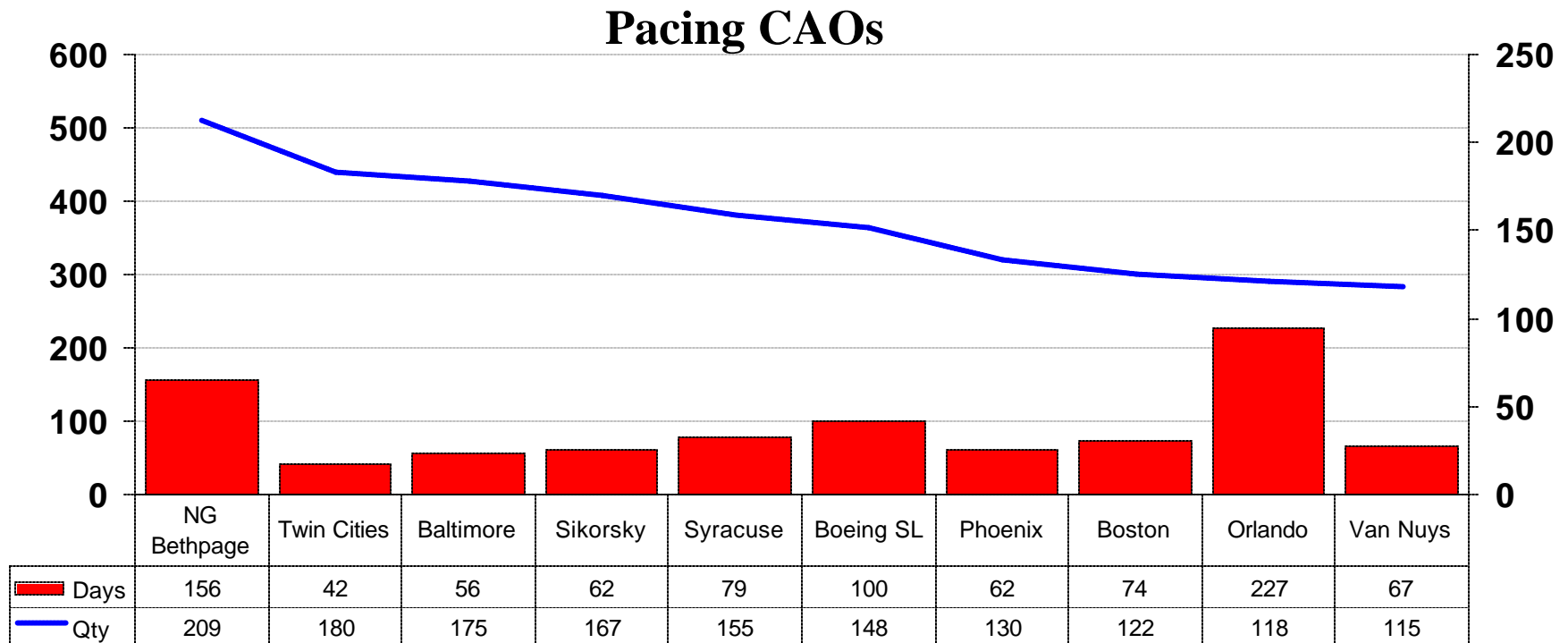
2.1.16 Negotiation Cycle Time
Negotiation Cycle Time Narrative

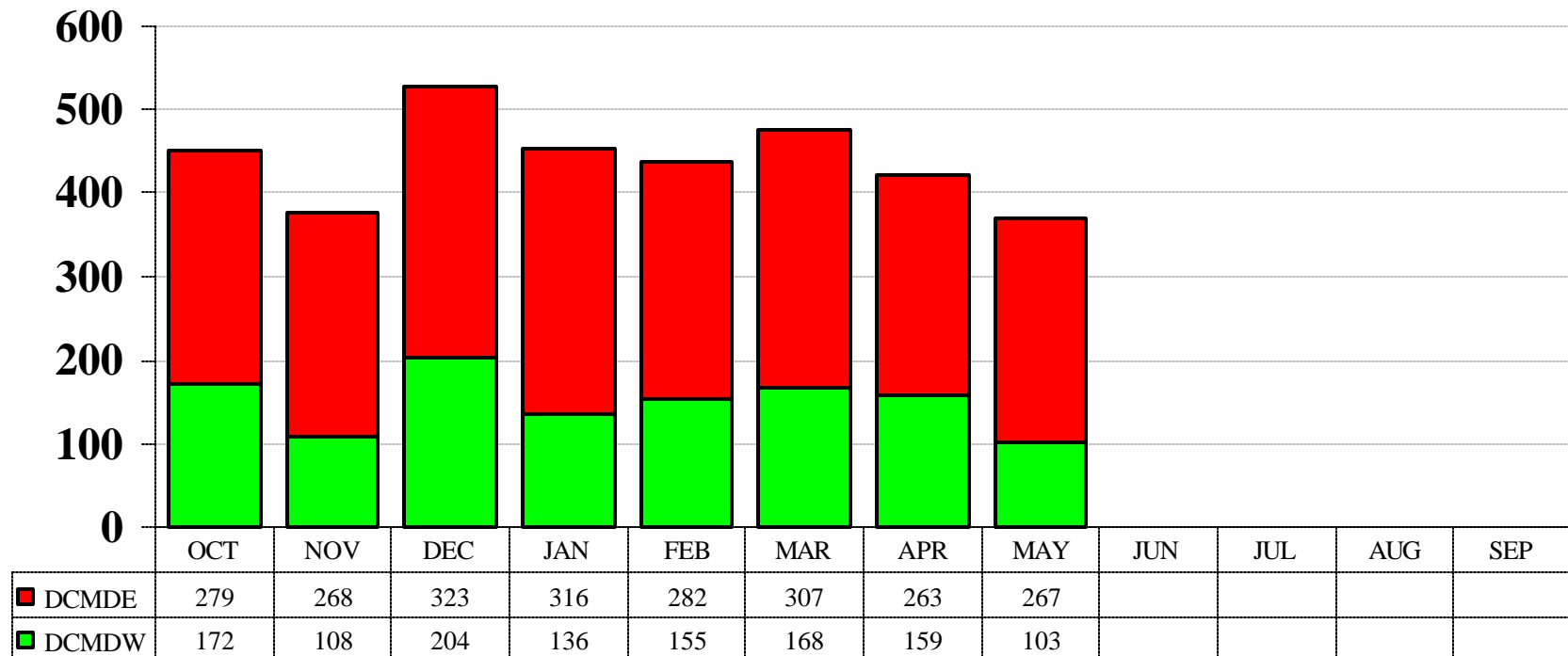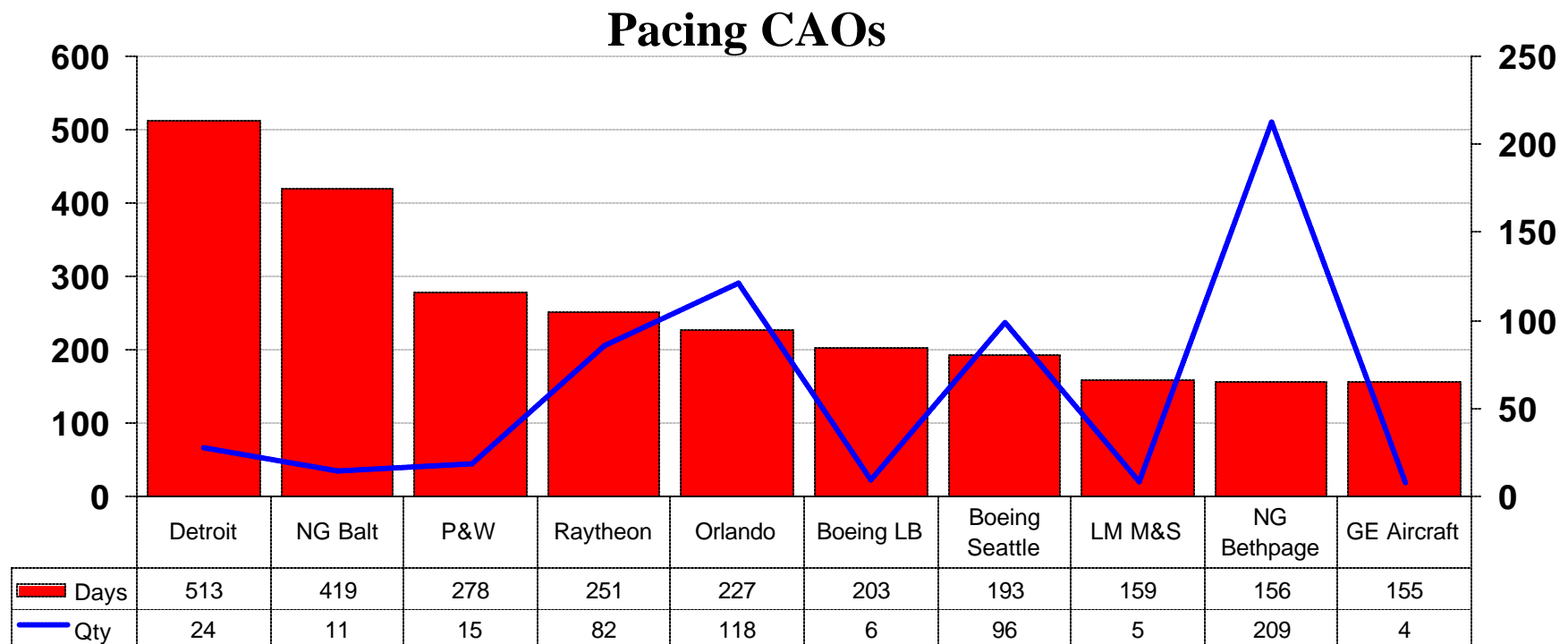STATUS: N/R   FY 99 Goal: 2.1.16 Improve Negotiation Cycle Time

- FY 1998 Data =   4304 Negotiations

  369,366 Days of Negotiations

  86 Days Average Negotiation Cycle Time

- FY 1999 Data =   3544 Negotiations through May 1999

  323,742 Days of Negotiations

  91 Days Average Negotiation Cycle Time

- DCMDE Data = 1998; 108 Days

  1999; 102 Days

- DCMDW Data = 1998; 55 Days

  1999; 72 Days

- DCMDI Data = Waived until DIRAMS Operational throughout District.

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(Process Manager: Scott Clemons)

Performance Goal 2.1.17 Aircraft Delivery Rate

- **Performance Goal Description**: Maintain minimum of 90% on-time deliveries for aircraft presented to DCMC Flight Operations for acceptance.
- **FY99 Goal/Target**: 90+ %
- **FY99 YTD Results**: 94.5%
- **Rating**: **GREEN**
- **Description of Progress to Date:** Good results tracking aircrew currency and budgeting for training.
- **Anticipated Problems**: Moderate concerns with aircrew availability (Pacer Craig/Kelly KC-135).
- **Prediction of EOY Status:** **Green**
- **Process Owner(s):** Headquarters and District Chiefs of Flight Operation/ Col Mike Falvey 767-3418

Performance Goal 2.1.17: Aircraft Delivery Rate

Maintain minimum of 90% on-time deliveries for aircraft presented to DCMC Flight Operations for acceptance.

	Oct-98	Nov-98	Jan-99	Feb-99	Mar-99	May-99	Jun-99	Jul-99	Sep-99
Goal			63	69.3	81				
Actual			62	81	81				
Planned			70	77	90				

132
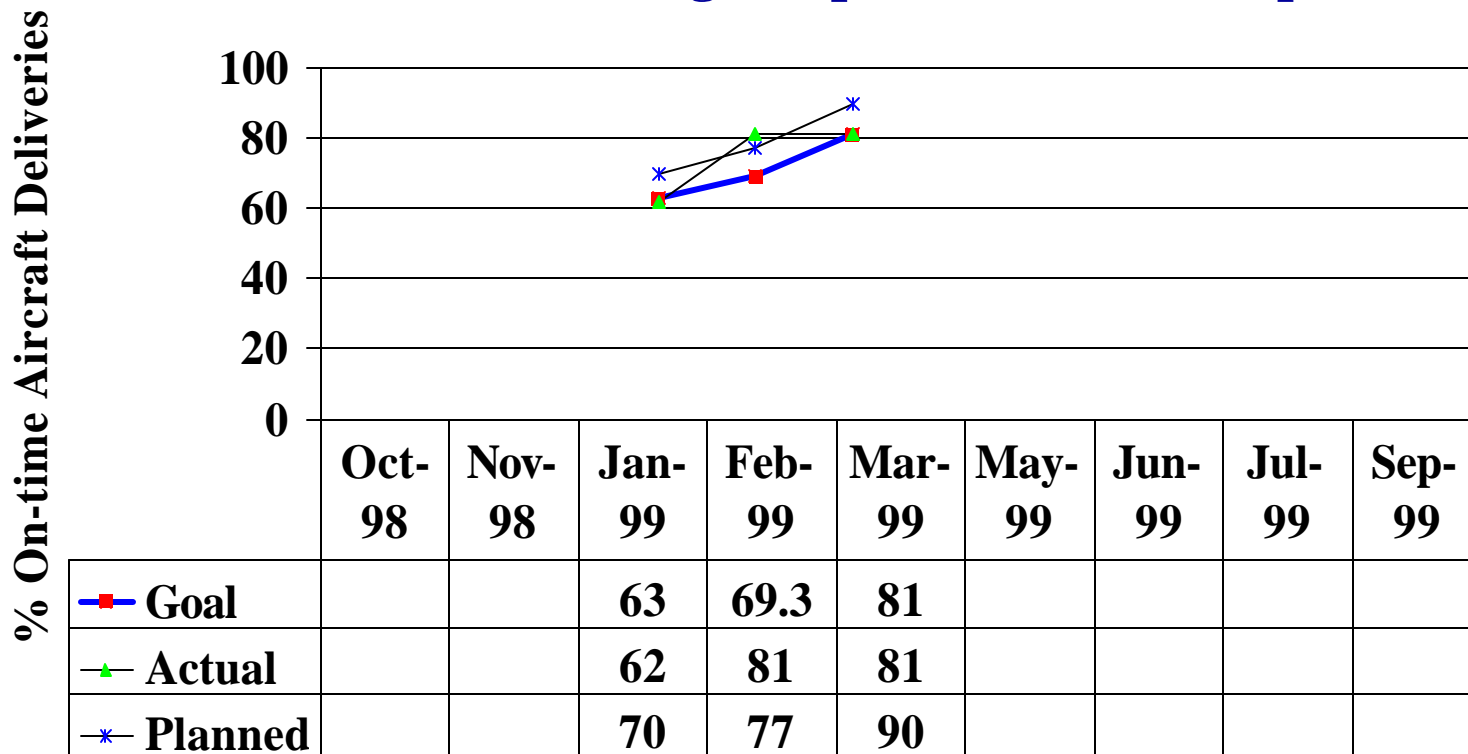
Investment Goal 2.1.18 - Return On Investment (ROI)

- Performance/Investment Goal Title: Engage in activities to ensure complete and accurate reporting of Cost Savings and Cost Avoidances.

- Goal/Target: N/A.

- Current Status: Green.

- Description of progress to date: Developed and implemented new ROI cube. District and Headquarters personnel have been monitoring the ROI cube using Impromtu, AMS and other data that feeds it to ensure the ROI cube is complete and accurate, and following up when deficiencies are noted.

Investment Goal 2.1.18 - Return On Investment (ROI)

- Anticipated problems: As the cube is used more new problems will be discovered that will be resolved.

- Prediction of EOY status: Will have an ROI collection process that is more effective than it is today.

Investment Goal 2.1.18
Return On Investment

ROI Ratio chart with the following data points:

Month	ROI Ratio
Apr-98	4.09
May-98	4.11
Jun-98	4.00
Jul-98	3.84
Aug-98	3.66
Sep-98	3.63
Oct-98	3.51
Nov-98	3.50
Dec-98	3.55
Jan-99	3.25
Feb-99	3.69
Mar-99	3.69
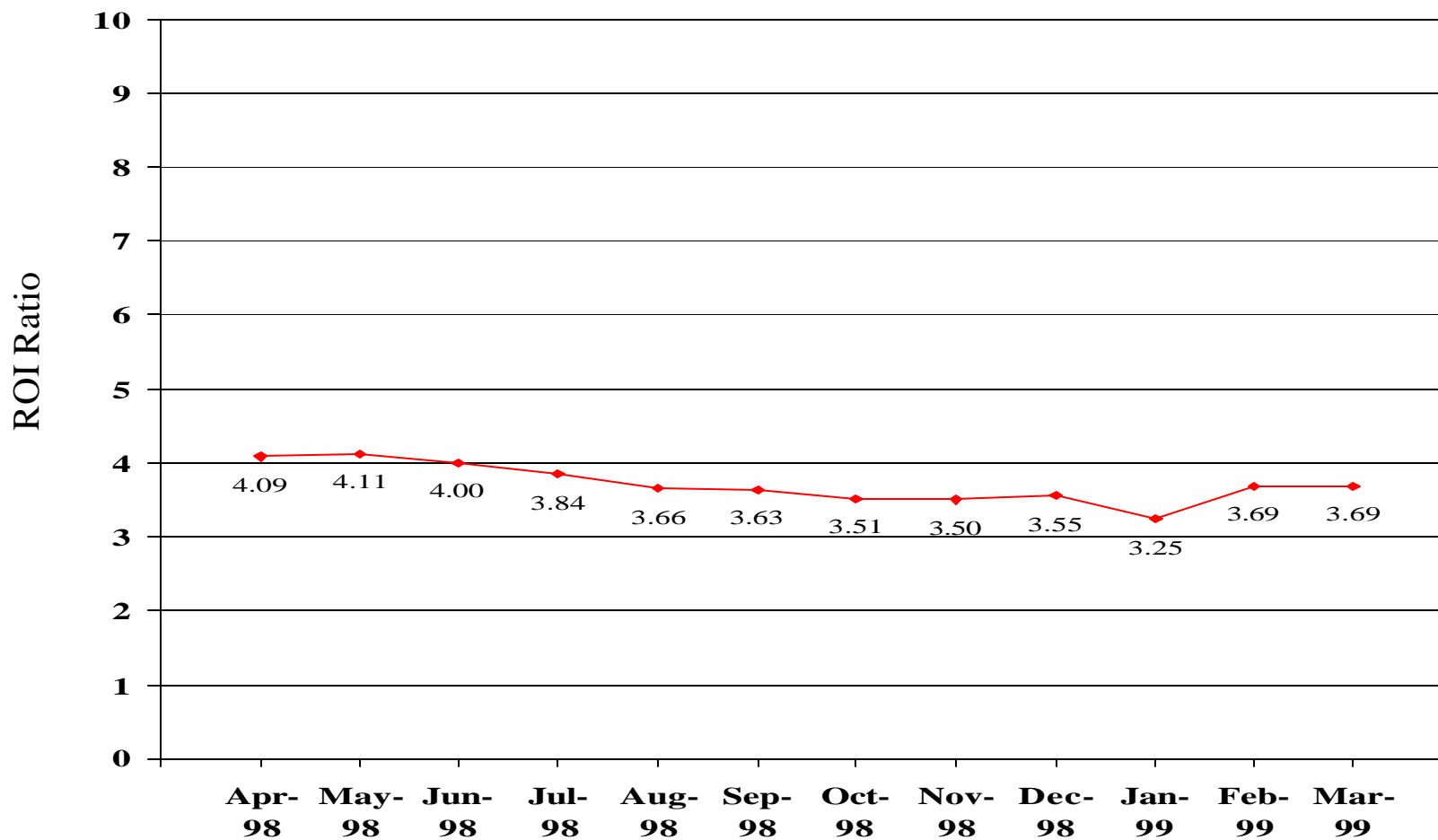
Total
Cost Savings/Avoidances

136
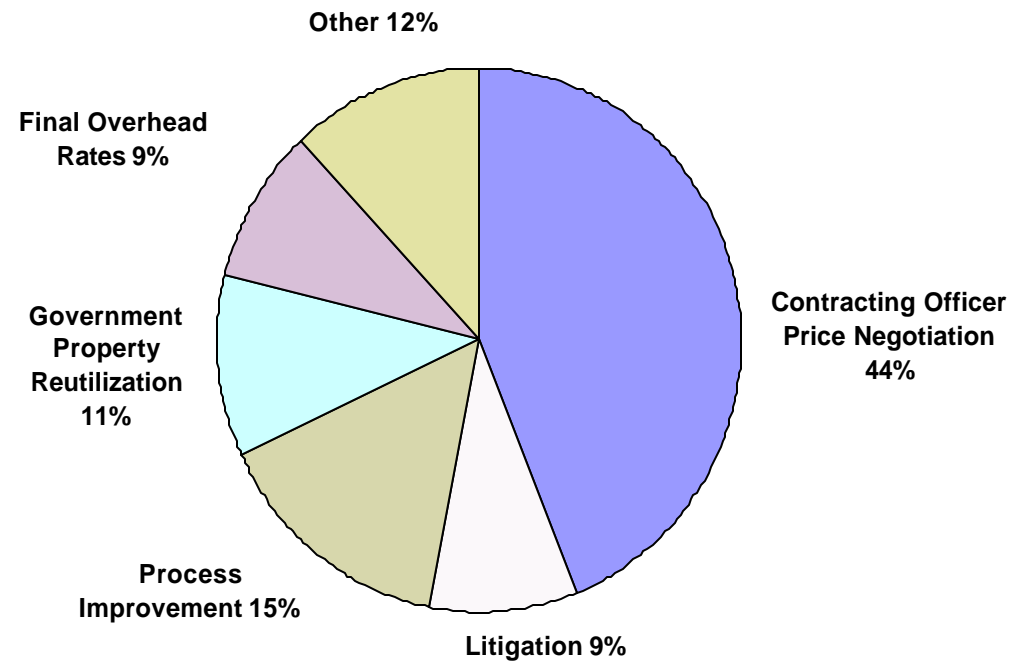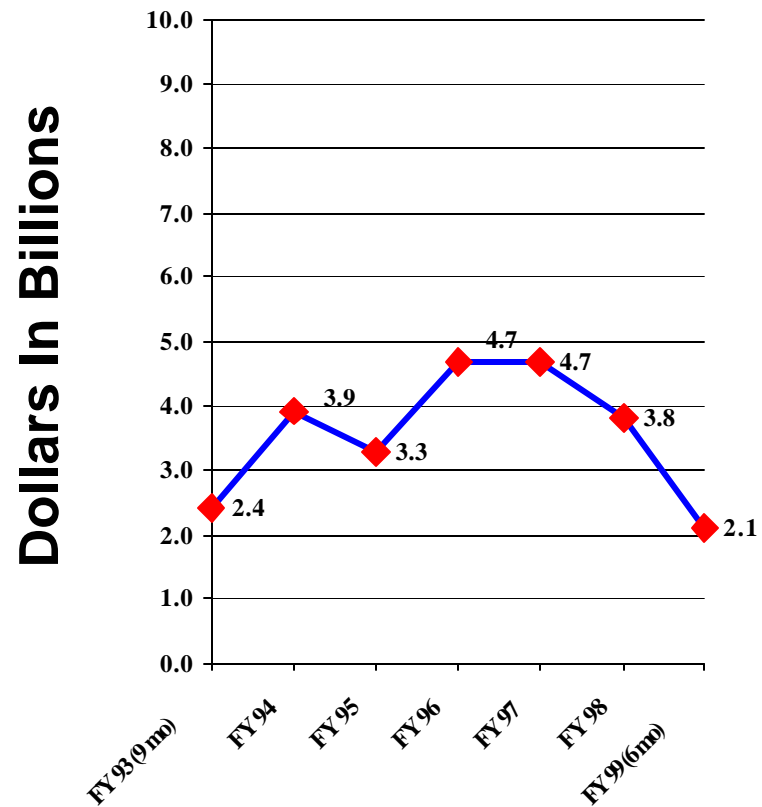
Performance Goal 2.1.19 PLAS Usage

- **Performance Goal Description:** Achieve and maintain PLAS reporting rate of at least 98% of paid hours for DCMC HQ, each District staff, and all CAOs.

- **FY99 Goal/Target:** 98% PLAS Usage Command Wide

- **Current Status:** Green

- **Description of Progress to Date:** Oct-Jan metric reflects invalid monthly DBMS hours data. In Feb, DBMS monthly hours self-corrected.

- **Anticipated Problems:** DBMS

- **Prediction of EOY Status/Position:** Green

- **HQ Process Owner:** Don Peterson

Performance Goal 2.1.19
Maintain PLAS Usage at 98% of Paid Hours
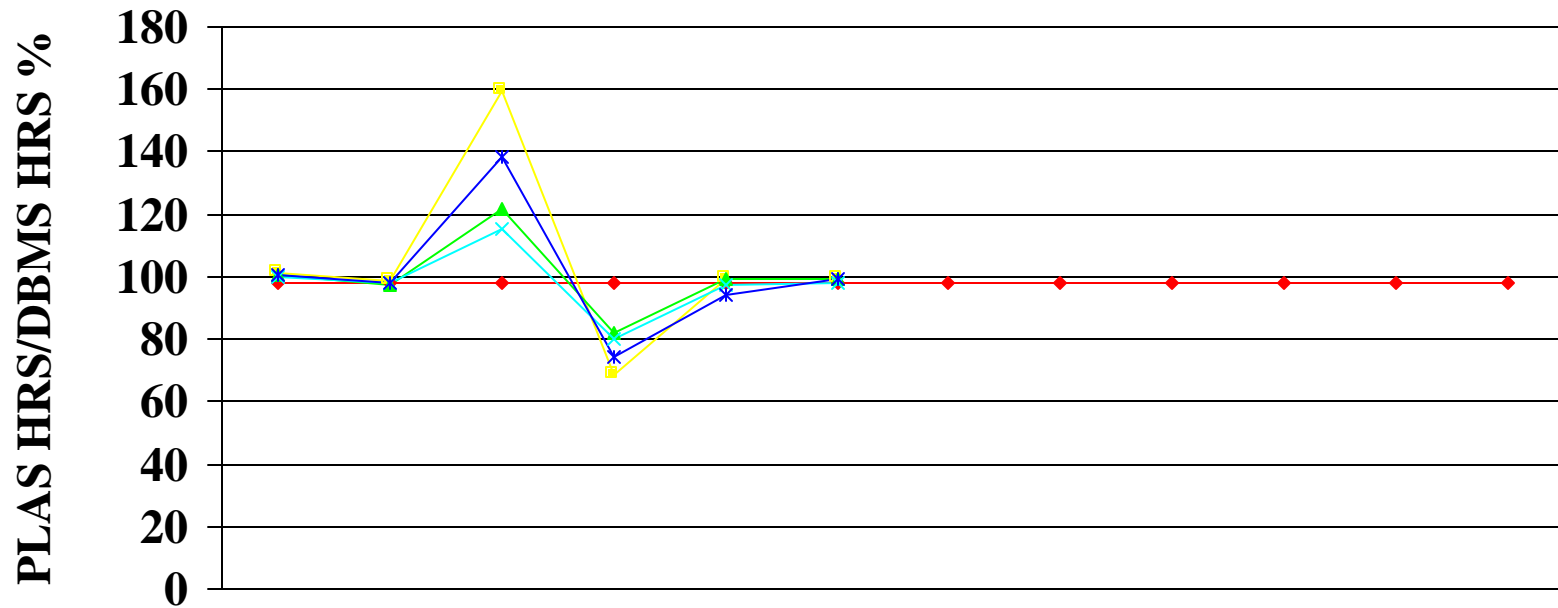
	Oct-98	Nov-98	Dec-98	Jan-99	Feb-99	Mar-99	Apr-99	May-99	Jun-99	Jul-99	Aug-99	Sep-99
Goal	98	98	98	98	98	98	98	98	98	98	98	98
East	101.1	98.8	159.6	68.4	99	99.4						
West	100.8	97.5	121.6	81.8	99.6	99.5						
Int'	100.1	97.8	115.1	80	97.4	98.1						
DCMC	100.8	98.1	138.3	74	94.2	99.2						

2.2.1 - Paperless Contracting (Supports MRM #2)

- **Task Description:** Increase the number of paperless transactions for the Progress Payment, Material Inspection and Receiving Report (DD250), and Contract Closeout processes assigned to DCMC

- **Goal/Target:** 90% of all transactions

- **Current Status: Red**

- **Description of Progress To Date:**
  - **Progress Payments at 40% (60% of $$$)**
    - **Only large contractors investing in EDI/VAN solution**
    - **Lower cost, web-based solution developed through DFAS's WINS program**
    - **WINs Progress Payments ready for deployment (should improve metrics)**

2.2.1 - Paperless Contracting (Supports MRM #2)

- **Description of Progress To Date (continued):**
  - **Draft DD250 Reengineering Report issued April 1999**
    - **Recommends development of WAWF DD250 application**
    - **WAWF DD250 in prototype testing now, will deploy late summer**
  - **Draft Contract Closeout Reengineering Report issued April 1999 (recommends development of WAWF Contract Closeout application)**

Anticipated Problems: Will not achieve DD250 or Contract Closeout goals

- **Prediction of EOY Status/Position: Red**

Performance Goal 2.2.2
Increase Excess Property Disposed (MRM #5)

- **Performance Goal Description:** Increase the amount of excess property disposed of by 20% over FY 98

- **FY99 Goal/Target:** $2.586B

- **FY99 YTD Results:** $1.144B

- **Rating:** Yellow

- **Projected EOY Status:** Green

- **HQ Process Owner:** Janice Hawk
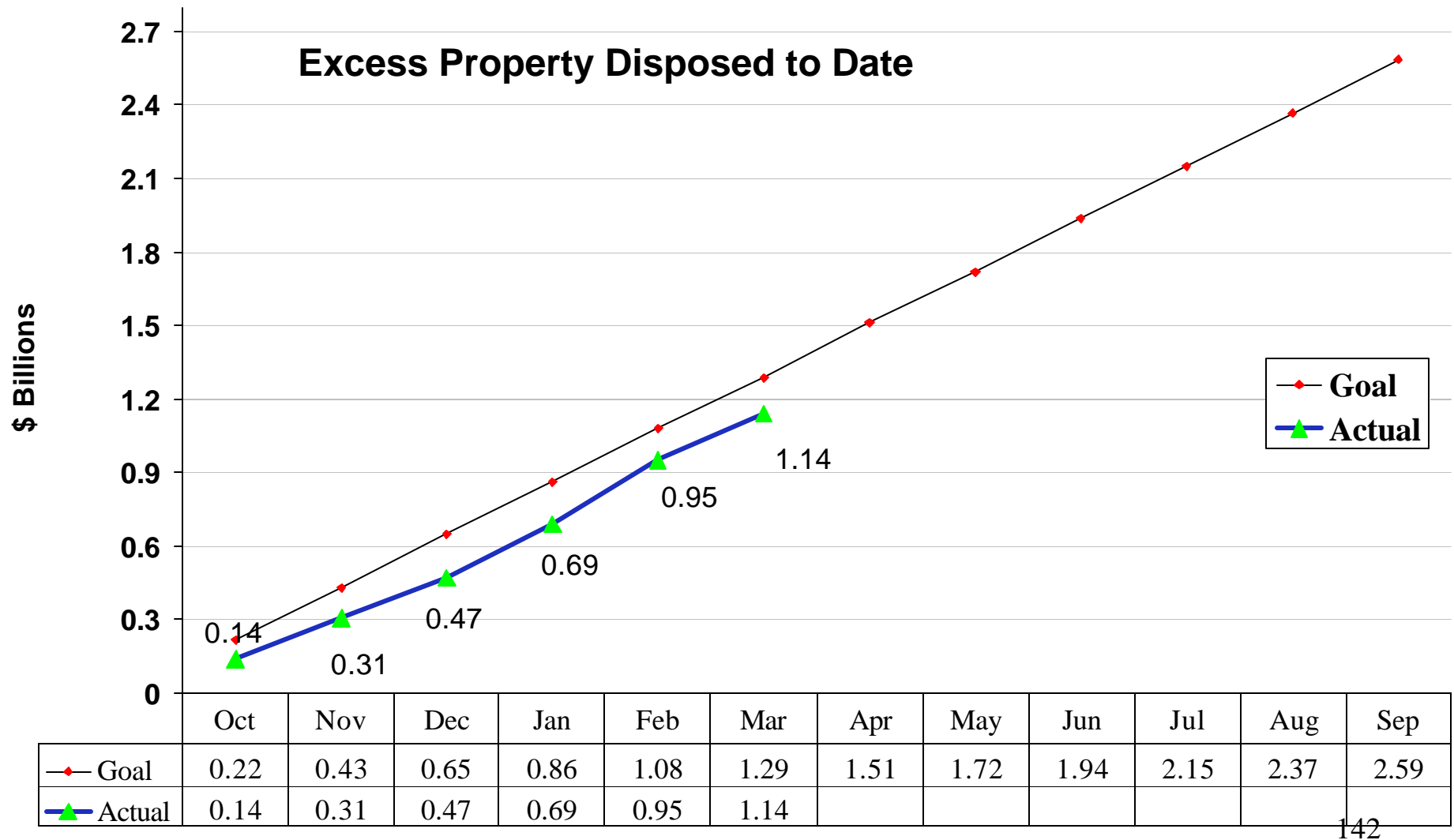
DCMC

Performance Goal 2.2.2
Increase Excess Property Disposed

Excess Property Disposed to Date

$ Billions

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Goal	0.22	0.43	0.65	0.86	1.08	1.29	1.51	1.72	1.94	2.15	2.37	2.59
Actual	0.14	0.31	0.47	0.69	0.95	1.14						

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Performance Goal 2.2.2
Increase Excess Property Disposed

Excess Property On Hand for Disposal

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
■ On Hand	1.82	2.02	2	2.2	1.9	2.1						

$ Billions

143
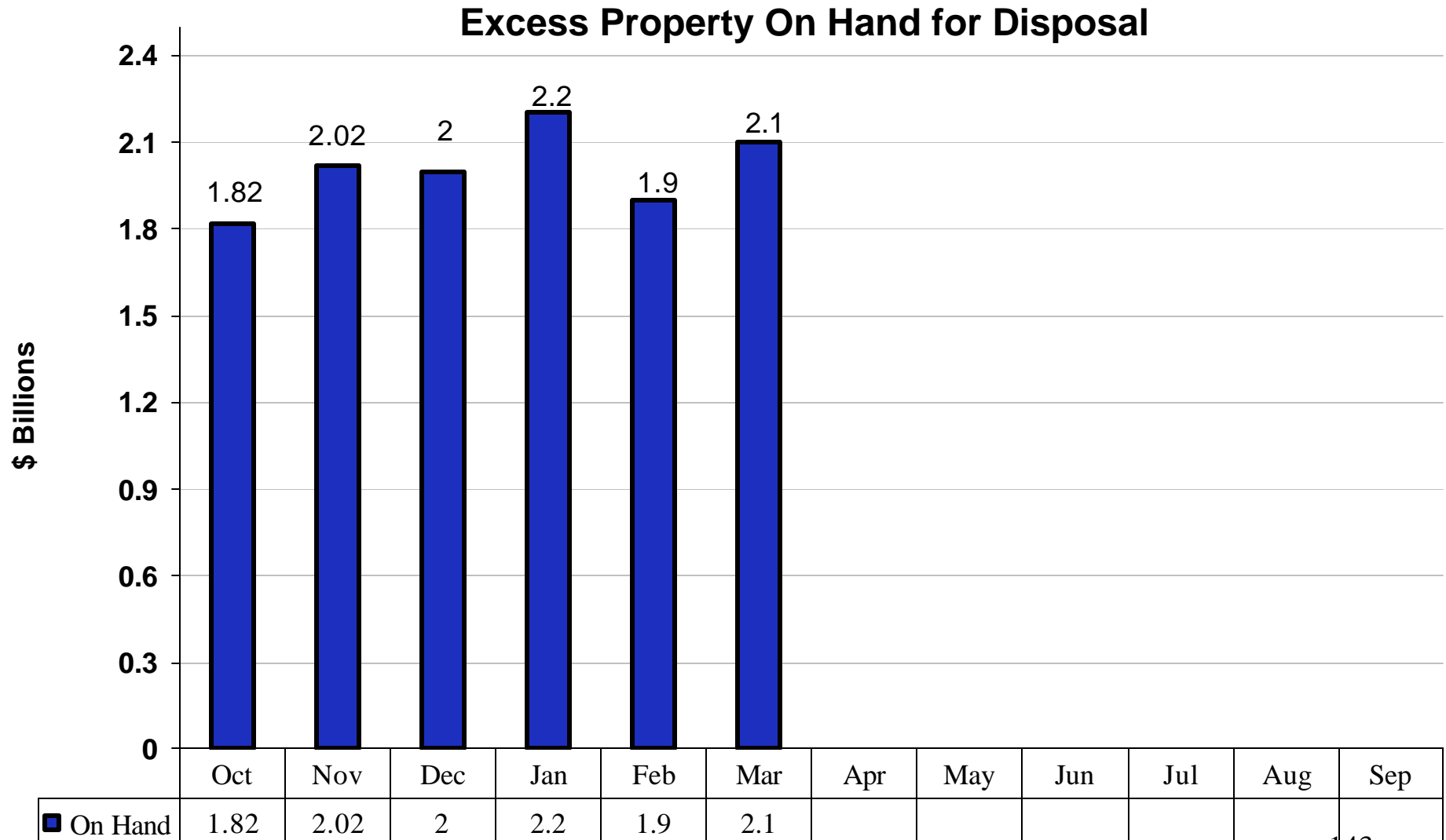
Performance Goal 2.2.2 - Increase Excess Property Disposed
Pacing CAOs

Planned Disposal Against Actual Performance
October 1, 1998 - March 31, 1999

	Atlanta	Hartford	Dayton	Cleveland	LM Marietta
■ Planned	70.6	59.0	39.0	17.0	11.4
■ Actual	28.8	28.3	12.5	7.7	0.2[144]

Performance Goal 2.2.2 - Increase Excess Property Disposed

District Corrective Action

- Validate overage reason codes and take appropriate action to force a reduction in overage by field activities.

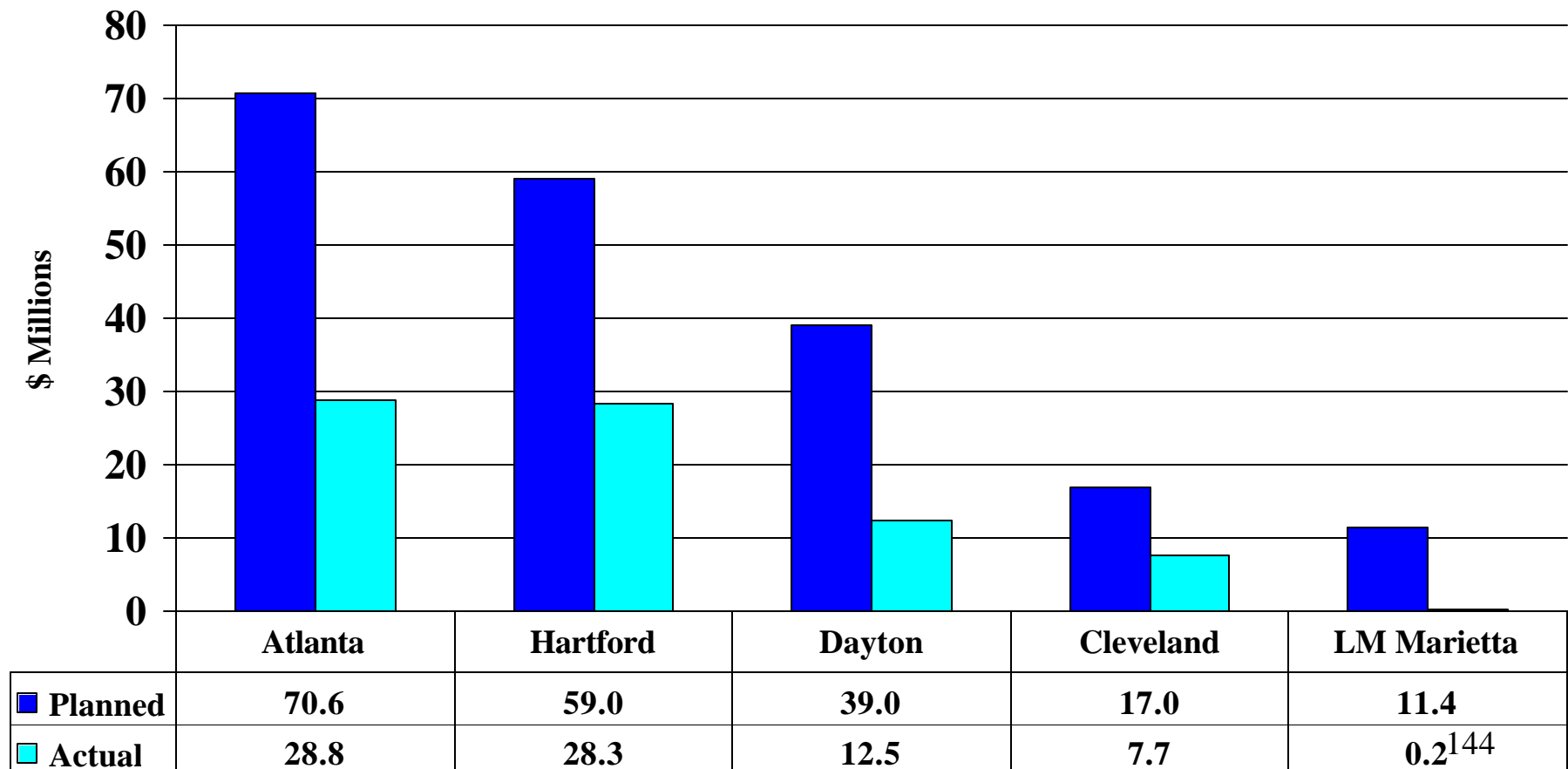- Continue to focus on the timely closure of plant clearance cases.

- Continue to maintain communication with individual CAOs and monitor progress against established corrective action plans.

- Letter to CAO Commanders dated 1/99 provided guidance for approaching plant clearance issues. Initiated scheduled conference calls to CAOs

- Planned visits to DCMC Dayton and DCMC Atlanta to be accomplished no later than May 31, 1999.

- All communications to CAO process owners now include command and management levels.

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DCMDW

Performance Goal 2.2.2
Increase Excess Property Disposed

Excess Property On Hand for Disposal

	NG Hawthorne	Raytheon Hughes	St Louis	Dallas
■ On Hand	347	173	115	114
■ Disposed	140	41	49	135

146

Data Source: DADS

As of: March 31, 1999
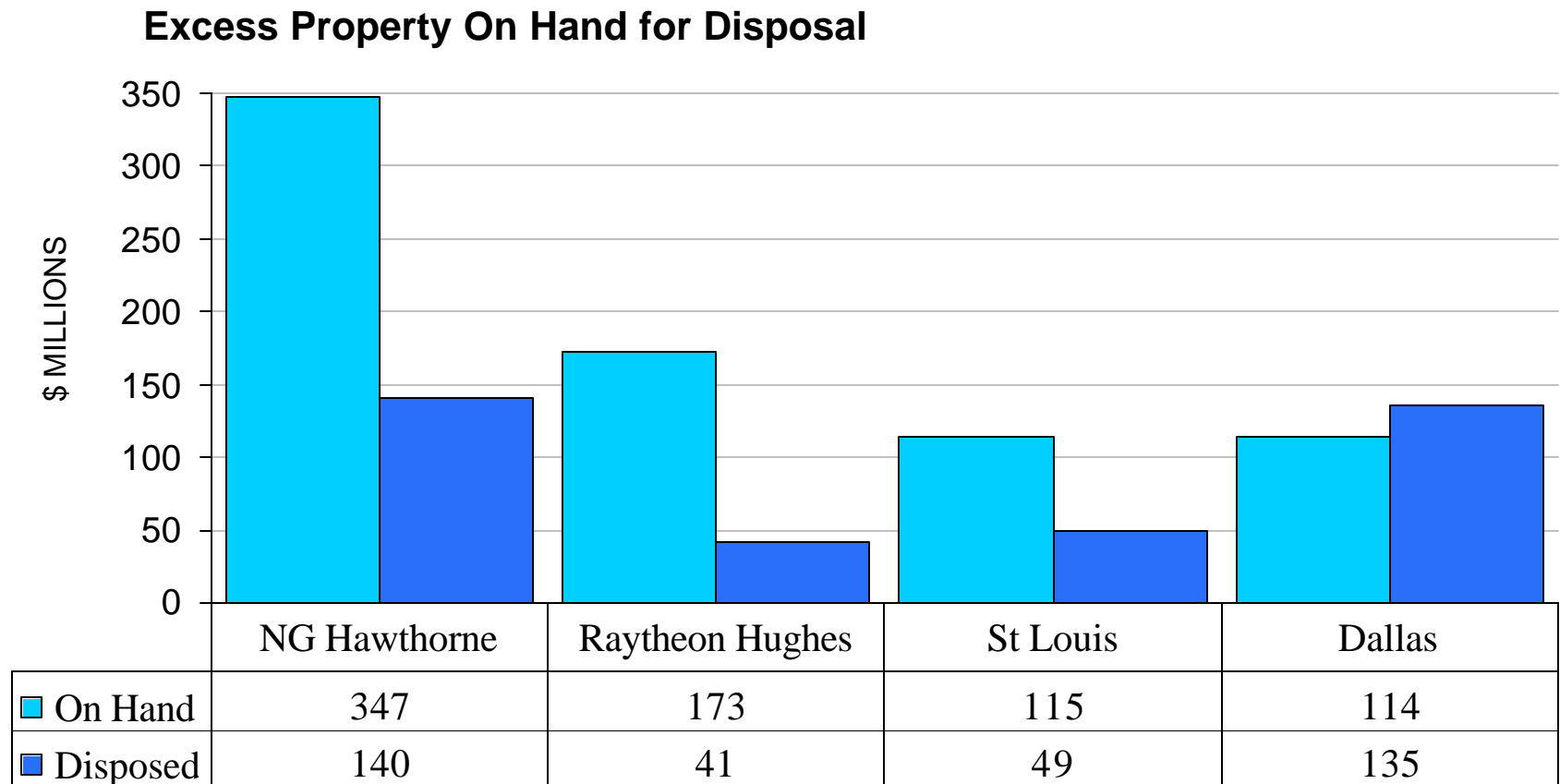
Performance Goal 2.2.2
Increase Excess Property Disposed

DCMC Northrop Grumman Hawthorne -

- Most of property currently on hand is excess to B-2 program
- Approximately $200 million of the B-2 property will be dispositioned during the third quarter
- Large amount of property on F/A-18 will be reported excess during third quarter

Performance Goal 2.2.2
Increase Excess Property Disposed

DCMC Raytheon Hughes Los Angeles -
- $26 million awaiting demil at Tucson
- Demil action scheduled to complete in June

DCMC St Louis -
- Currently on track to exceed their goal

DCMC Dallas -
- Have already exceeded their FY99 goal

Performance Goal 2.2.2
Increase Excess Property Disposed

Bottom Line

- Expect to meet our goal at the end of the year
- Continued District surveillance of plant clearance cycle time to ensure process flow

2.2.3. - Reduce the Amount of LDD

- Performance Goal Description: Reduce the Amount of LDD at the 11 Focus Contractors
- FY99 Goal/Target: Reduce LDD to less than $21.4M (Amount of LDD at the 11 Focus Contractors in FY98)
- FY99 YTD Results: $5.3M
- Rating: Green
- Projected EOY Status: $10.5M - Green
- HQ Process Owner: Loretta Bowman

Performance Goal 2.2.3 - Reduce the Amount of LDD at the 11 Focus Contractors

151
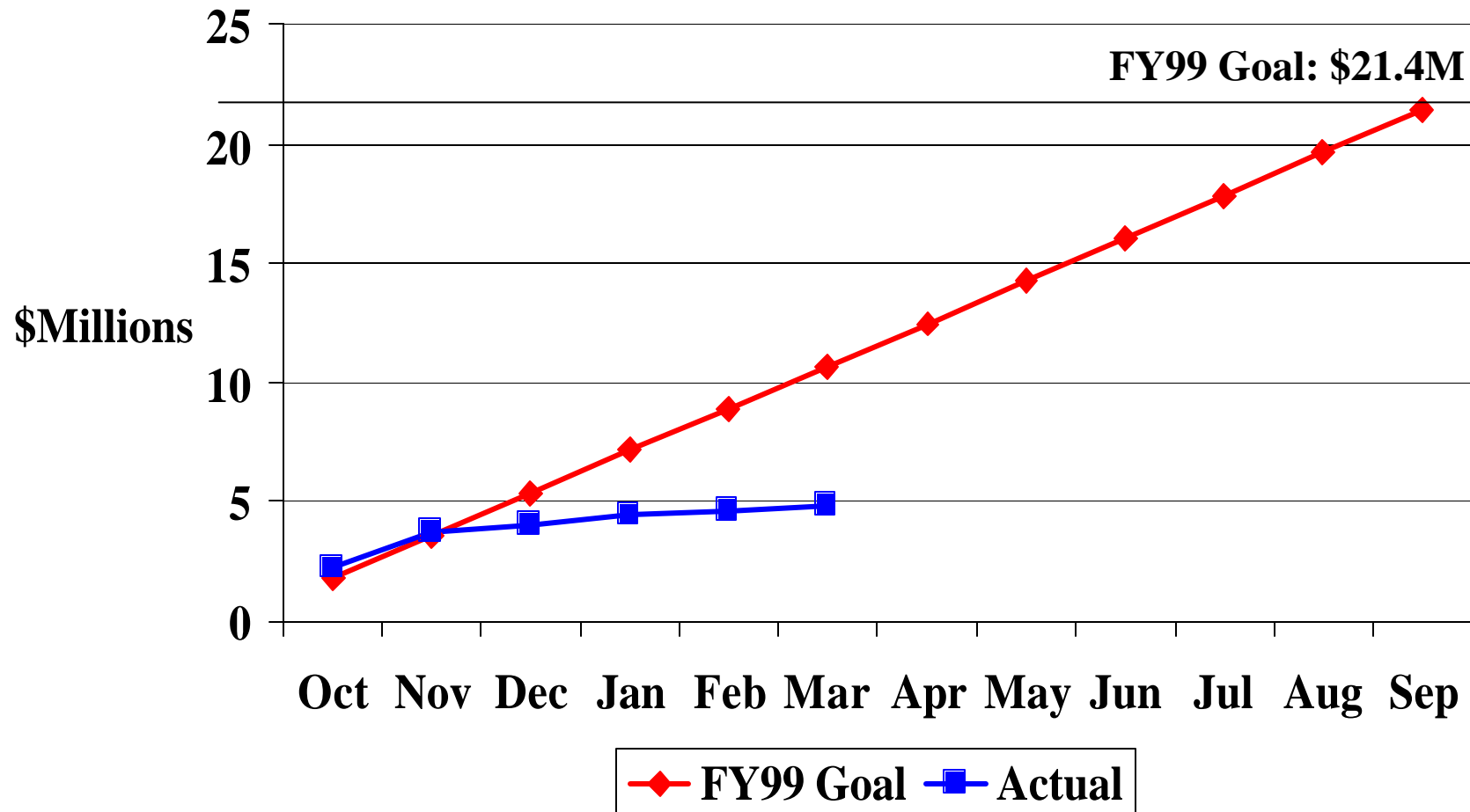
Performance Goal 2.2.3- Reduce LDD

All Green

	BOEING	GRUMMAN	RAYTHEON	P&W/WPB	SIKORSKY
GOAL $	900,000	14,100,000	1,300,000	400,000	400,000
ACTUAL $	3,100	104,600	681,200	243,600	28,200

152
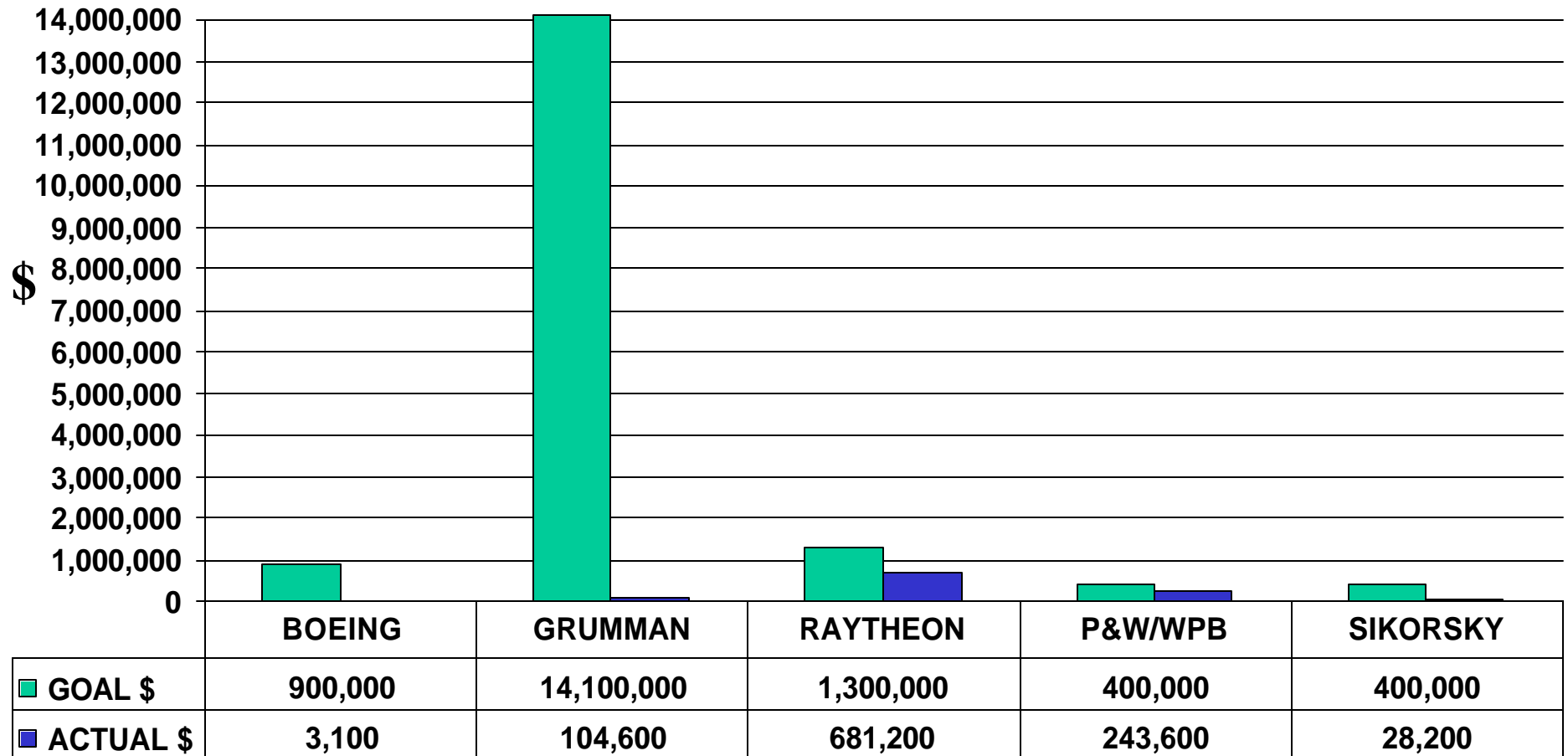
Performance Goal 2.2.3 - Reduce LDD

Reduce the amount of LDD Government property compared to the amount of LDD in FY 98

Millions

FY99 Focus Contractors by CAO

	Boeing St. Louis	L-M Ft Worth	Raytheon Tucson	Boeing HB	L-M Missile Space
Pending - $4.0	1.2	0.8	2.0	0.0	0.0
Closed Cases - $4.2	0.8	0.6	0.3	1.5	1.0
Goal - $4.3	2.8	0.9	0.1	0.1	0.4
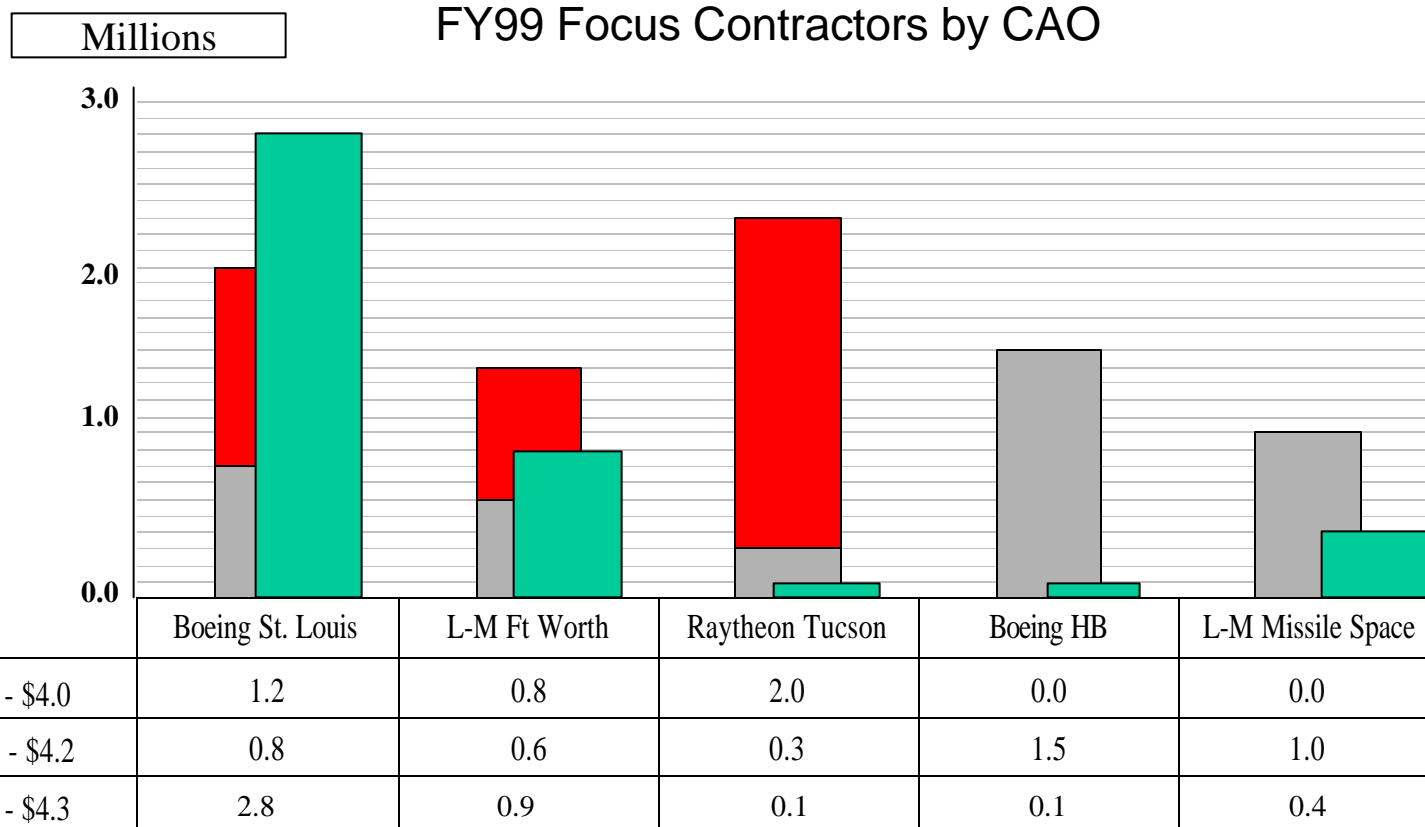
Green   Yellow   Red   Red   Red

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Performance Goal 2.2.3 - Reduce LDD

Root Causes at Yellow/Red Focus Contractors

- Inventory control and reconciliation weaknesses
  - Custodial record keeping
  - Tool crib control
  - Assembly line control
  - Improper identification

Performance Goal 2.2.3 - Reduce LDD

FY99 Focus Contractors by CAO

- Boeing St. Louis
  - Projected to meet goal
  - CAO placing special emphasis on performing root cause analysis of LDD
- L-M Fort Worth
  - CAO vigorously closing out old LDD investigations of subcontractor losses from 1997/98
  - Currently performing an in-depth review of contractor's subcontract control
- Raytheon Tucson- Requested CAP
  - Contractor has lost $8 mil of Government property since 1996
  - District SAV (April 27-29, 1999) identified CAO weakness in requesting contractor's CAP
    - CAO CAP due June 11, 1999
    - IOA issued a major finding in "Property Surveys" for same reason
- Boeing Huntington Beach- Requested CAP
  - Adequate corrective action plan in place
  - System weakness
    - Custodial records did not capture inventories of issued tooling
- L-M Missile and Space Sunnyvale- Requested CAP
  - Adequate corrective action plan in place
  - Contractor is currently implementing a custodial process change

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Performance Goal 2.2.4 - Reduce Source Inspection in DCMC
(This task relates to a DoD Integrated Product Team effort)

- **Task Description: Identify and eliminate policies and procedures that restrict the movement from parts inspection to supplier excellence. Develop alternative methods of assuring quality.**

- **FY99 Goal/Target:**
  - **Review all buys in FY98 and FY99**
  - **Establish steering teams for experiments**
  - **Publicize efforts at FebGroup Leaders Conference**
  - **Conduct Small Dollar Study**
  - **Develop experiment plan; obtain DCMC approval**
  - **Identify experiment sites**
  - **Start experiments**

Performance Goal 2.2.4 - Reduce Source Inspection in DCMC (continued)
(This task relates to a DoD Integrated Product Team effort.)

- **Current Status: Green**

- **Description of Progress to Date:**
  - 442,477 NSNs reviewed; removed source inspection on 158,003, or 35.7%
  - Steering teams established
  - Efforts publicized at Feb Group Leaders' Conference
  - Small Dollar Study conducted; results being analyzed
  - Experiment plan developed; DCMC approval obtained
  - MRM #10 training video being developed

- **Anticipated Problems: None**

- **Predicted EOY Status: Green**

Item Review - % Removed GSI
Through March 31, 1999
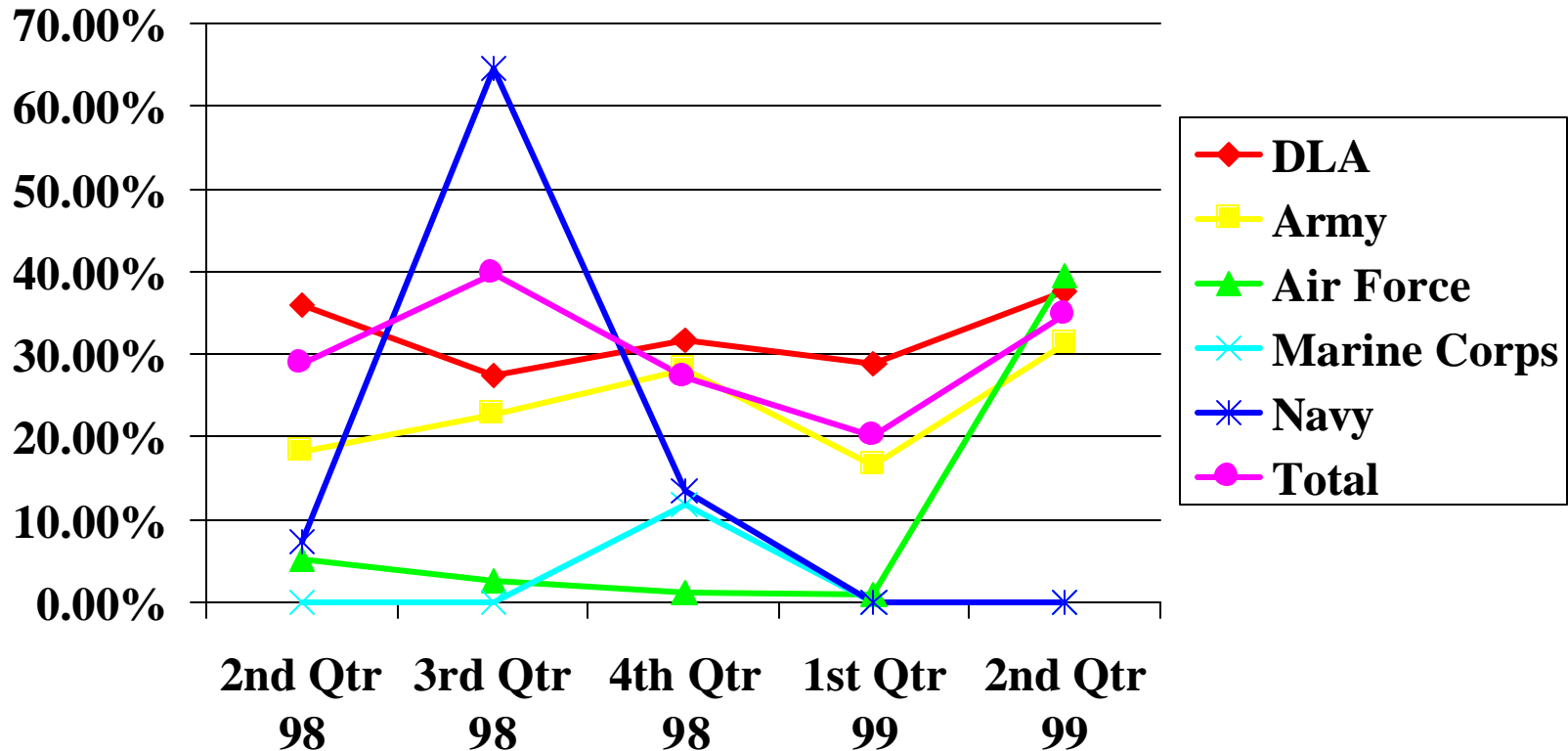
	2nd Qtr FY98	3rd Qtr FY98	4th Qtr FY98	1st Qtr FY99	2nd Qtr FY99
Army	18.2	22.6	28.1	16.6	31.3
USAF	5.3	2.6	1.3	0.9	39.6
Navy	7.3	64.6	13.5	0	0
Marines	0	0	11.8	0	0
DLA	35.9	27.5	31.7	28.9	37.7
Total	29.0	39.7	27.2	20.2	34.7

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Investment Goal 2.3.2 - Implement the DCMC IT Implementation Plan

➢ Task Description: **Implement the DCMC Information Technology (IT) Plan**

➢ Goal/Target: **Reform IT management processes to increase efficiency and mission contribution. Ensure DoD's vital information resources are secured and protected.**

➢ Current Status: **Green**

➢ Description of Progress:
  – Standard Command Architecture Deployed
    • Workstations
    • Windows NT
    • Network Management Center
    • Customer Response Center (Help Desk)

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Investment Goal 2.3.2 - Implement the DCMC IT Implementation Plan

- – Systems Are Y2K Compliant
  - • Plan in place for Business Continuity & Contingency
  - • Computer Emergency Response Team formed
- – Moving Applications To "Web-Enabled"
- – Revised One Book Chapter for Acquisition Life Cycle Management
- – Replacing IT Plan with IT Performance Plan
  - • Integrates DCMC IT with DLA Overarching IT Plan
  - • Contains Command Performance Measures

➢ Anticipated Problems: **None**

➢ Prediction of EOY Status/Position: **Green**

Performance Goal 3.1.1 - Training Investment

- **Task Description:** Achieve a training investment level of at least 1.5% of gross payroll costs

- **Goal/Target:** Training investment level of at least 1.5% of gross payroll costs

- **Current Status: Yellow**

- **Description of Progress to Date:**

  1.DCMC budgeted training at 1.62 %
  2. Actual training expenditures for 2nd Qtr. FY 99 are 0.84% of gross civilian payroll.
  3. Training expenditures lower because of AIS training slippage.
  4. IPR is scheduled for 30 June, 99

- **Anticipated Problems:** Execution & large amount of reprogramming

- **Prediction Of EOY Status/Position: R**ed

3.1.1 Training Investment

Through March 99
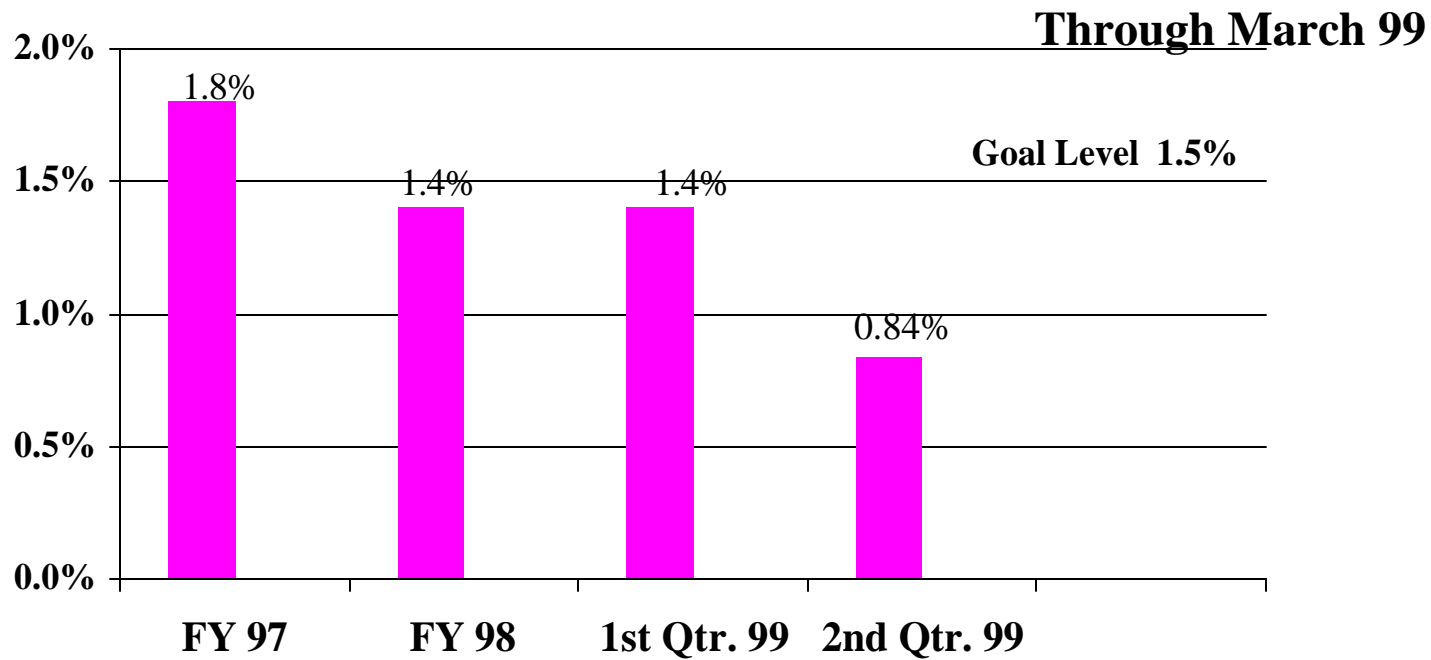
($ M)	Fiscal Year 1999				
($ M)	!st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Total
Gross Payroll	180.63	206.46			
Trainingf Budget	3.57	3.34			13.62
Training Expenditure	2.57	1.74			
Percentage	1.4	0.84			
Goal (Percentage)	1.5	1.5	1.5	1.5	1.5

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3.1.3 - DAU Quotas Usage

- **Task Description:** Achieve a 95% utilization rate for all Defense Acquisition University (DAU) quotas received

- **Goal/Target:** 95% Quotas Usage

- **Current Status: Green**

- **Description of Progress to Date:** DCMC command-wide achieved 96.09% quotas usage

- **Anticipated Problems: None**

- **Prediction of EOY Status/Position: Green**

3.1.3 DAU Quotas Usage Percentage

Goal 95%
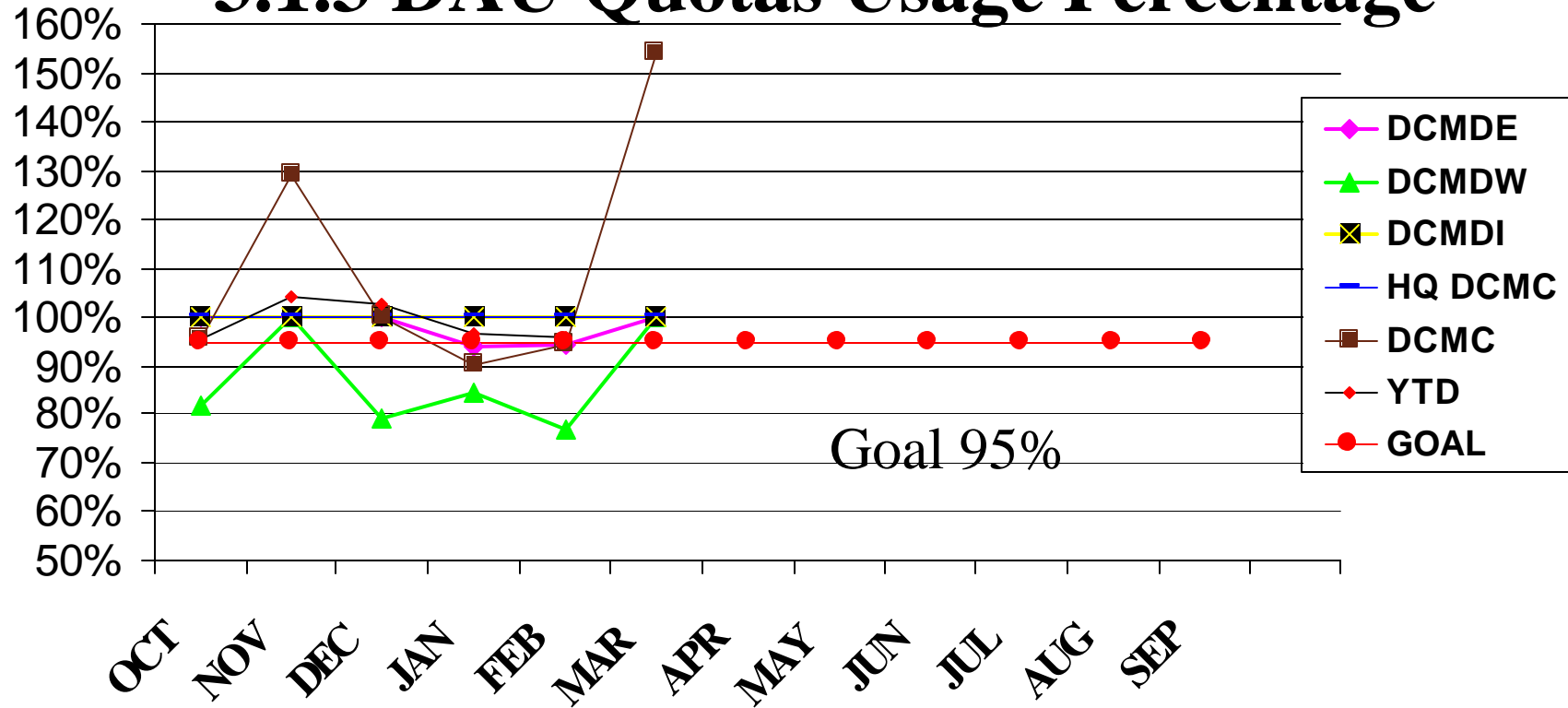
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
DCMDE	100%	100%	100%	94.23%	94.34%	100%			
DCMDW	81.82%	100%	78.79%	84.21%	76.92%	100%			
DCMDI	100%	100%	100%	100%	100%	100%			
HQ DCMC	100%	100%	100%	100%	100%	100%			
DCMC	95.59%	129%	100%	90.48%	94.62%	154%			
YTD(Cum)	95.59%	104.35%	102.78%	96.56%	96.09%	107.88%			
GOAL	95%	95%	95%	95%	95%	95%	955%	955%	95%

3.1.3 DAU Quotas Usage Mid - Year

	Oct		Nov		Dec		Jan		Feb		Mar		Year to date %
	Used	Allot'd	Used	Allot'd	Used	Allot'd	Used	Allot'd	Used	Allot'd	Used	Allot'd	
DCMDE	13	13	24	23	13	13	49	52	50	53	58	35	109.50%
DCMDW	45	55	4	0	26	33	80	95	30	39	71	58	91.43%
DCMDI	7	0	3	1	13	6	4	0	7	1	14	5	369.23%
HQ DCMC	0	0	0	0	0	0	0	0	1	0	8	0	100%
Total DCMC	65	68	31	24	52	52	133	147	88	93	151	98	107.88%

3.1.3 - DAU Quotas Usage

- **FY 99 Quotas Requested/ Received**

  1861 / 1212   -   65%

- **Most Needed Courses**

  ACQ 101 - On Line

  ACQ 201 - Course in Re-work, Backlog growing because of pre-requisite requirements

  BCF 102 - Relatively new requirement for DCMC, high demand from PIs

  BCF 203 - Relatively new requirement for DCMC, high demand from PIs

  CON 301 - 3- 5 Year refresher

  CON 333 - Very few course offerings
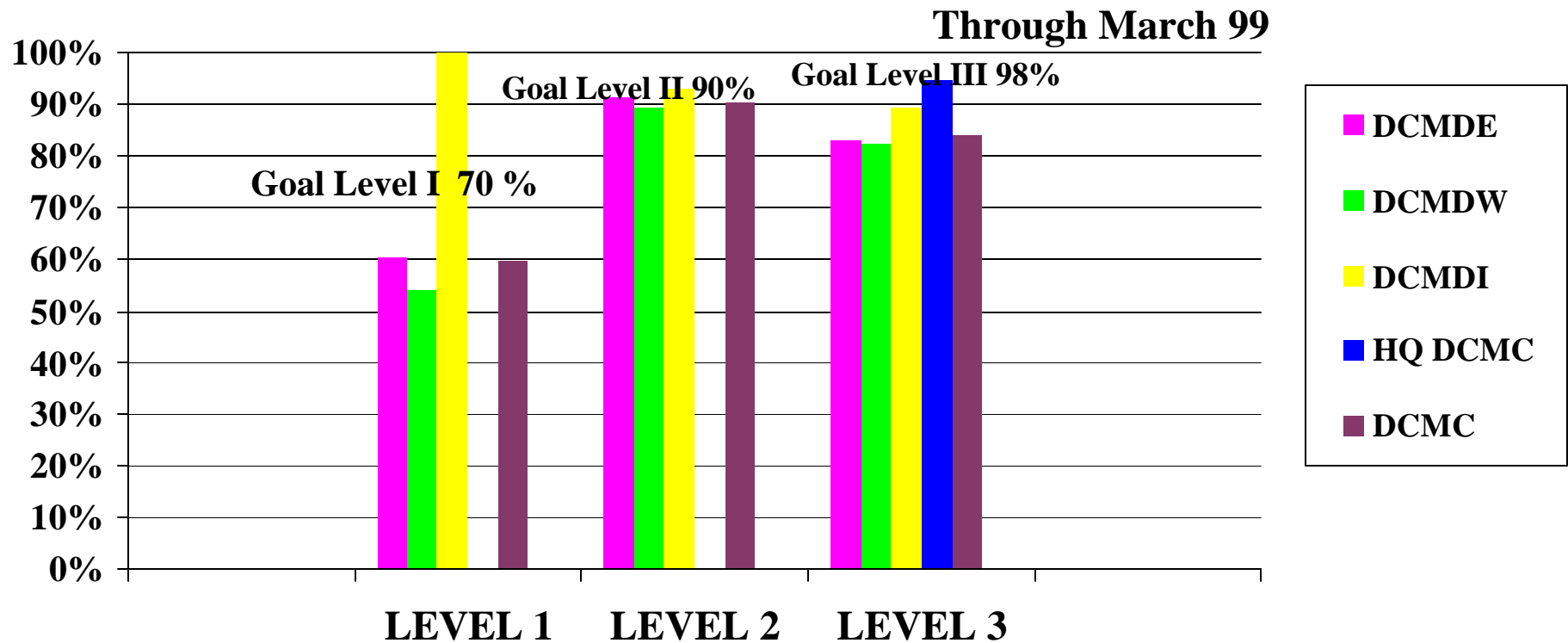
- **High Demand/ Low utilization**

  CON 202 - Need for pre-requisites

  PQM 201 - Need for pre-requisites

# Performance Goal 3.1.4 - DAWIA Certification Percentage

- **Task Description:** Increase the percentage of personnel that are DAWIA certified to level I (70%), level II (90%), and level III (98%). Maintain or exceed certification levels by position categories

- **Goal/Target:** Level I (70%), Level II (90%), and level III (98%)

- **Current Status:** Level I - Red, Level II - Green, and Level III - Red

- **Description of Progress to Date:** DCMC achieved Level I 59.8%, Level II 90.5%, Level III 83.9%

- **Anticipated Problems:** Availability of Quotas from DAU. Percentage of Level III Certification continues to be a focus area

- **Prediction of EOY Status/Position:** Level I - Red
Level II - Green; Level III - Red

3.1.4 DAWIA Certification Percentage
# MEETS POSITION REQUIREMENTS

Through March 99

Goal Level III 98%

Goal Level II 90%

Goal Level I 70 %

Legend:
- DCMDE
- DCMDW
- DCMDI
- HQ DCMC
- DCMC

LEVEL 1   LEVEL 2   LEVEL 3

	LEVEL - 1					LEVE L- 2					LEVEL - 3				
	DCMDE	DCMDW	DCMDI	HQ DCMC	DCMC	DCMDE	DCMDW	DCMDI	HQDCMC	DCMC	DCMDE	DCMDW	DCMDI	HQ DCMC	DCMC
Total	48	35	4	0	87	4146	3192	267	0	7605	716	456	66	93	1331
Meets Pos	29	19	4	0	52	3781	2856	248	0	6885	595	375	59	88	1117
% Meets	60.42%	54.29%	100.00%	0.00%	59.77%	91.20%	89.47%	92.88%	0.00%	90.53%	83.10%	82.24%	89.39%	94.62%	83.92%

COMMANDWIDE DAWIA CERTIFICATION
MEETS POSITION REQUIREMENTS AS of March, 99
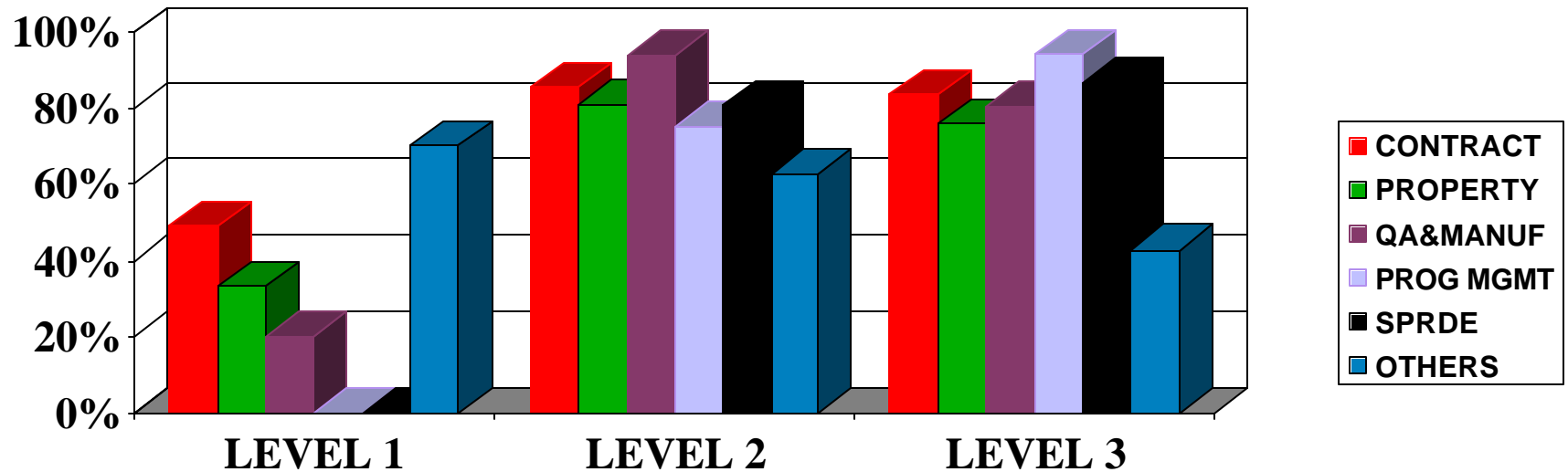
	CONTRACTING	PROPERTY	QA & MANUF	PROG MGMT	SPRDE	OTHERS	TOTAL	GOAL
LEVEL 1 TOTAL	64	11	4	0	2	6	87	
Meets Pos	41	3	3	0	0	5	52	
Delta	23	8	1	0	2	1	35	
%Meets	64.06%	27.27%	75.00%	0.00%	0.00%	83.33%	59.77%	70.00%
LEVEL 2 TOTAL	1944	307	4608	173	527	46	7605	
Meets Pos	1681	255	4355	133	435	26	6885	
Delta	263	52	253	40	92	20	720	
%Meets	86.47%	83.06%	94.51%	76.88%	82.54%	56.52%	90.53%	90.00%
LEVEL 3 TOTAL	596	32	456	92	136	19	1331	
Meets Pos	499	24	374	87	118	15	1117	
Delta	97	8	82	5	18	4	214	
%Meets	83.72%	75.00%	82.02%	94.57%	86.76%	78.95%	83.92%	98.00%

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DAWIA Certification Level III

Goal 98%
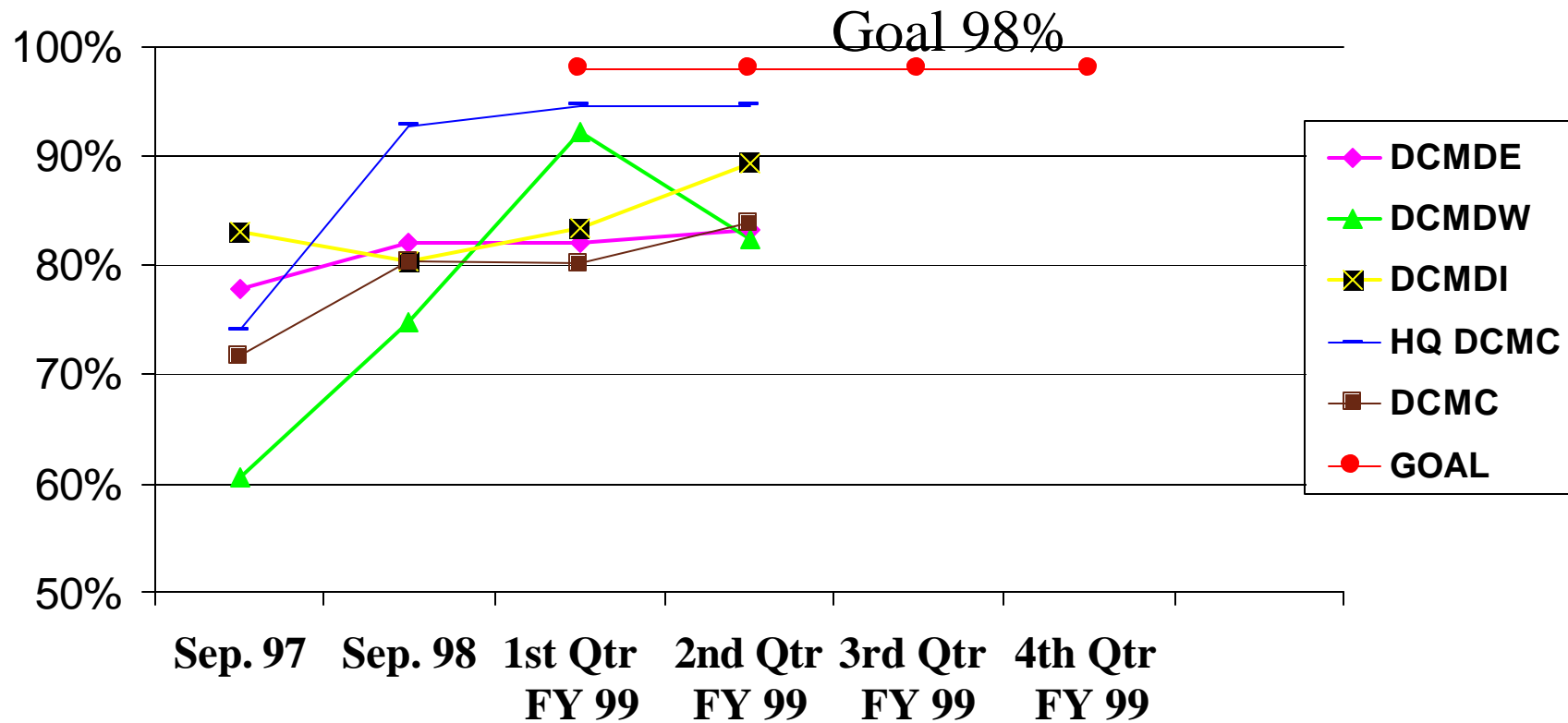
DAWIA Certification Level III

	Sep. 97	Sep. 98	1st Qtr FY 99	2nd Qtr FY 99	3rd Qtr FY 99	4th Qtr FY 99
DCMDE	77.86%	82.07%	82.06%	83.10%		
DCMDW	60.60%	74.69%	92.28%	82.24%		
DCMDI	83.00%	80.25%	83.33%	89.39%		
HQ DCMC	74.10%	92.70%	94.60%	94.62%		
DCMC	71.70%	80.22%	80.08%	83.92%		
GOAL			98.00%	98.00%	98.00%	98.00%

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DAWIA Certification Level II

Goal 90%
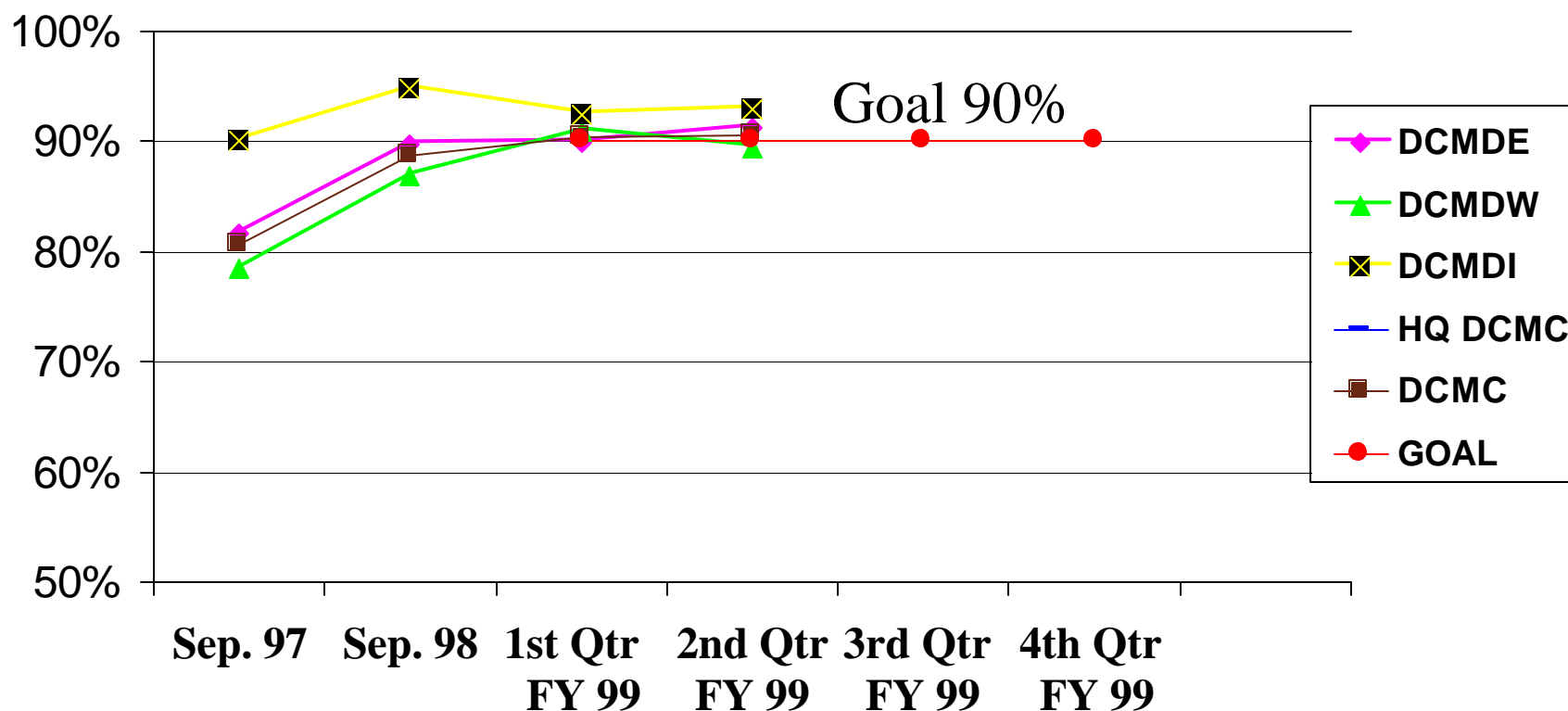
DAWIA Certification Level II

	Sep. 97	Sep. 98	1st Qtr FY 99	2nd Qtr FY 99	3rd Qtr FY 99	4th Qtr FY 99
DCMDE	81.66%	89.67%	89.95%	91.20%		
DCMDW	78.40%	86.90%	90.92%	89.47%		
DCMDI	90.00%	94.70%	92.36%	92.88%		
HQ DCMC						
DCMC	80.58%	88.70%	90.39%	90.53%		
GOAL			90.00%	90.00%	90.00%	90.00%

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DAWIA Certification Level I
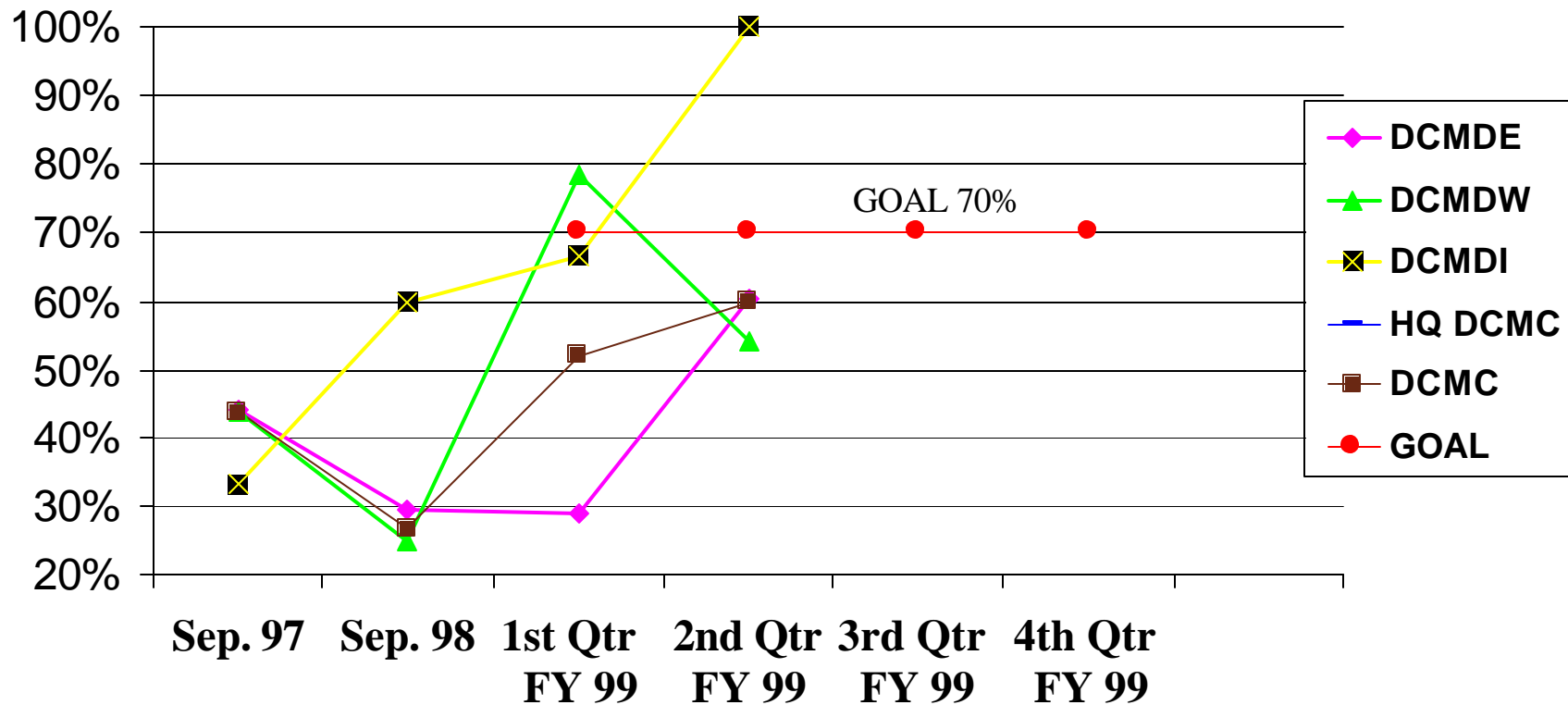
DAWIA Certification Level I

|	Sep. 97	Sep. 98	1st Qtr FY 99	2nd Qtr FY 99	3rd Qtr FY 99	4th Qtr FY 99
DCMDE	44.10%	29.40%	28.92%	60.42%		
DCMDW	43.75%	24.87%	78.57%	54.29%		
DCMDI	33.33%	60.00%	66.67%	100.00%		
HQ DCMC						
DCMC	43.80%	26.83%	51.92%	59.77%		
GOAL			70.00%	70.00%	70.00%	70.00%

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Performance Goal 3.1.5 – Implement the Training Implementation Plan

- **Task Description:** Develop a detailed training plan that addresses workforce development issues, course development, conversion and execution
- **Goal/Target**: Completion by September 30, 1999
- **Current Status:** Green
- **Description of Progress to Date:** Revising plan to include military training
- **Anticipated Problems:** None
- **Prediction of EOY Status/Position: Green -** Completion on time

Performance Goal 3.1.6 - Training Hours Per Year Per Employee

- **Task Description:** Achieve a benchmark standard of 40 training hours per year per employee

- **Goal/Target**: 40 Hours of training per year per employee

- **Current Status:** Green

- **Description of Progress to Date:** DCMC command-wide achieved 27.09 training hours per employee

- **Anticipated Problems:** None

- **Prediction of EOY Status/Position: Green**
 DCMC may achieve 50 or more Training hours per employee per year.

3.1.6 Training Hours Per Employee Per Year

GOAL 80 Hrs Per employee every two years
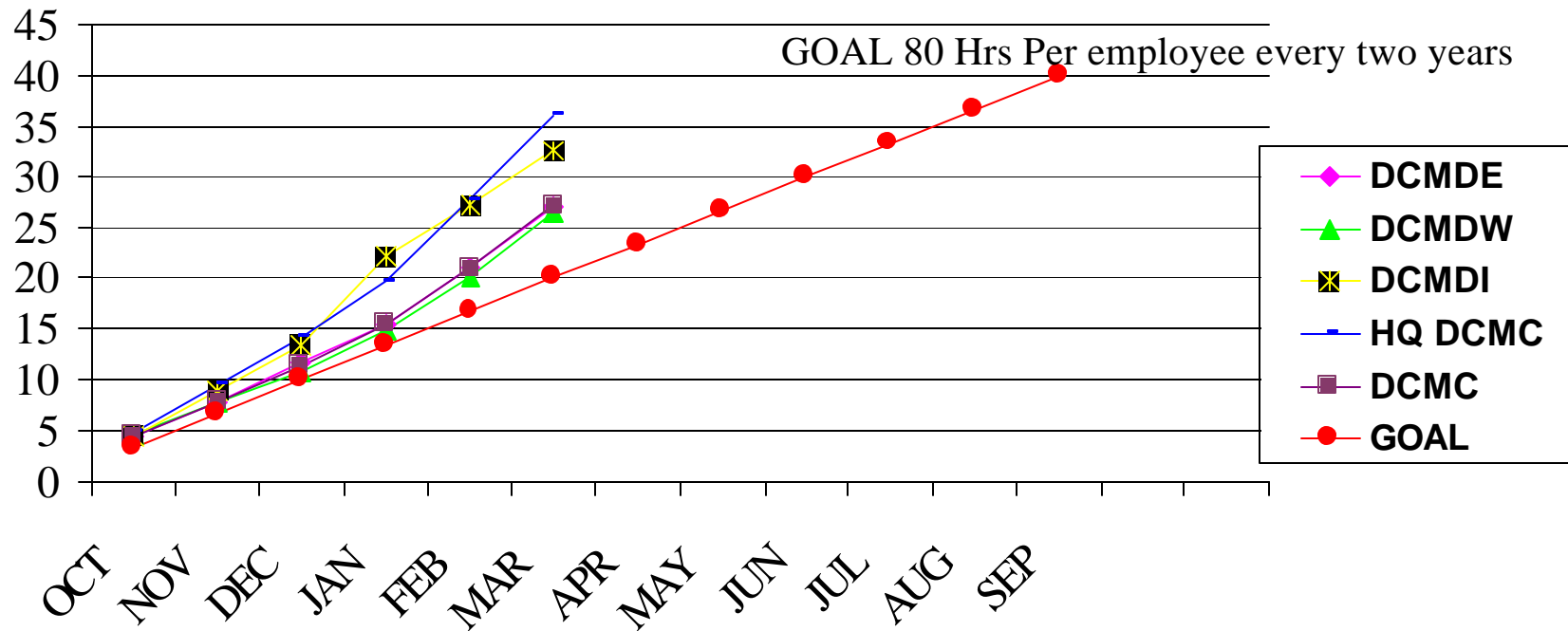
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
DCMDE	4.52	7.85	11.63	15.36	21.00	27.00						
DCMDW	4.58	7.79	10.73	14.89	19.99	26.34						
DCMDI	4.46	8.91	13.41	22.04	27.15	32.55						
HQ DCMC	4.77	9.54	14.09	19.66	27.68	36.13						
DCMC	4.55	7.90	11.37	15.52	20.94	27.09						
GOAL	3.33	6.66	10.00	13.33	16.66	20.00	23.33	26.66	30.00	33.33	36.66	40.00

Employees using 40 or more Training Hours

2nd Qtr. Fiscal Year 1999
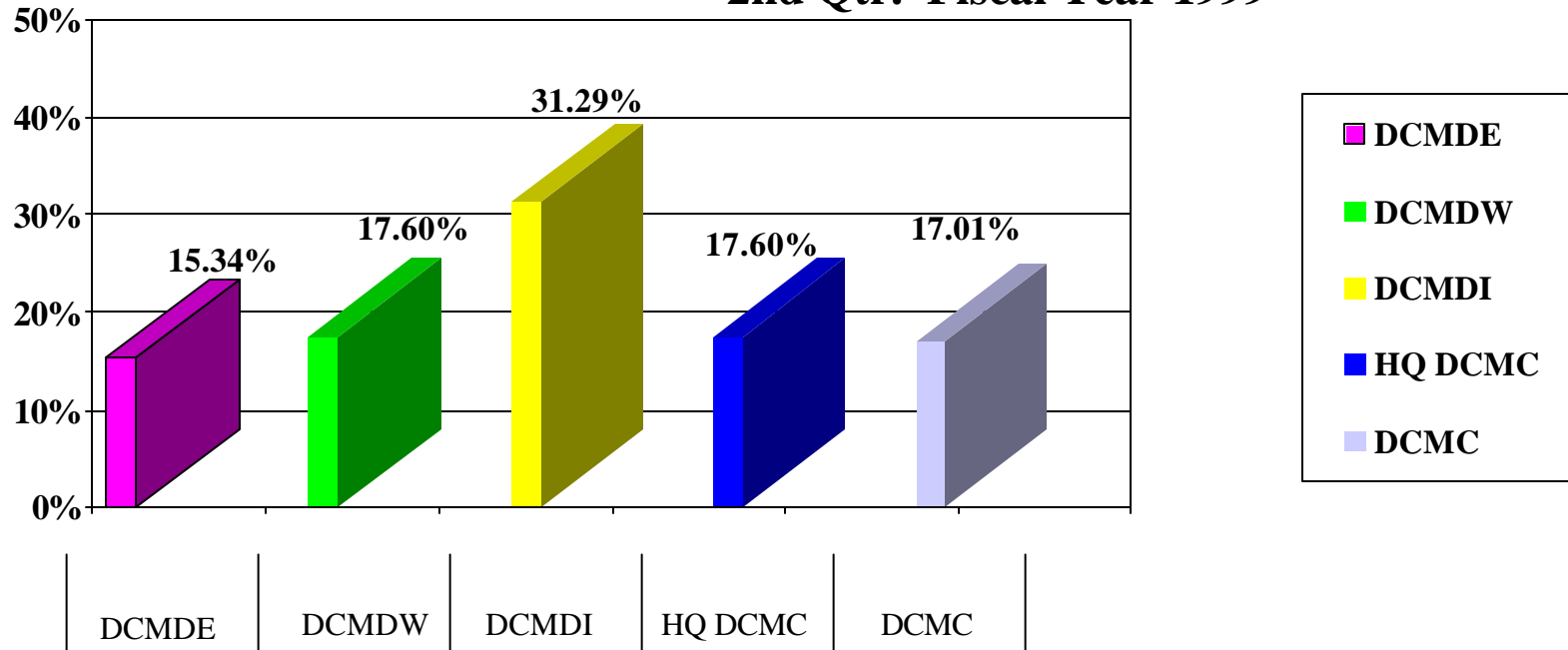
	DCMDE		DCMDW		DCMDI		HQ DCMC		DCMC	
	Mil	Civil	Mil	Civil	Mil	Civil	Mil	Civil	Mil	Civil
Number of empl. using 40 0r more training hrs	58	1013	65	903	31	174	2	25	156	2115
Total number of employees on board	191	6603	254	5132	83	556	29	142	557	12433
Percent of empl using 40 or more trg. Hours	30.37%	15.34%	25.59%	17.60%	37.35%	31.29%	6.90%	17.61%	28.01%	17.01%

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EEO Metric 3.2.1

Current Timeliness measure:

Achieve 100% closure of formal EEO cases within the DLA cycle time of 112 days.

Recommended Timeliness Measures:

1. Average days to process complaint to final action (Average age of cases closed) DLA Goal 112 days vs EEOC Goal 180 Days

2. Average age of open cases

EEO Metric 3.2.2

Current Quality Measure:

Increase the number of EEO complaint cases referred for Alternative Dispute Resolution (ADR) within the ADR process.

Proposed Quality Measures:

1. 3% Representation of Targeted Disabilities

2. Number of Formal Complaints Per Capita

3. 100% Achievement of Parity Index Goals for Minorities, Hispanics, and Women
   - Overall
   - Middle Grades 9-12
   - High Grades 13-15

4. Percent of Complaints Resolved Through ADR

3.2.3 - Civilian Performance Appraisals

- **Task Description: Complete 100% of civilian performance appraisals on time**
- **FY99 Goal/Target: 100%**
- **Current Status: 99%**
- **Rating: Yellow**
- **Description of Progress to Date:**
  - **DCMDI met 100% goal;**
  - **HQ DCMC, DCMDE, DCMDW were 99%**
- **Anticipated Problems: None**
- **Prediction of EOY Status/Position:**
  - **99% on time and all eligible employees appraised**
- **HQ process owner: Patricia McGuire, DCMC-BA**

3.2.3 - Military Evaluations

- **Performance Goal Description:** On-Time Submission of Evaluations to Service

- **FY99 Goal:** 100%

- **FY99 FYTD Results:** 78%

- **Rating:** Red

- **Description of Progress to Date:** Districts' Chiefs of Staff involvement solicited. Increased emphasis by HQ DCMC XO on timely reporting

- **Anticipated Problems:** Obtaining signatures due to evaluees frequent TDYs, Transit times for corrections

- **Prediction of FYE Status:** Yellow

- **HQ Process Owner:** MSgt Anderson, DCMC-BE

Performance Goal 3.2.3
Military Evaluations
2nd Quarter FY99

78 Percent DCMC Wide

Legend: HQ EAST WEST INT'L OTHER
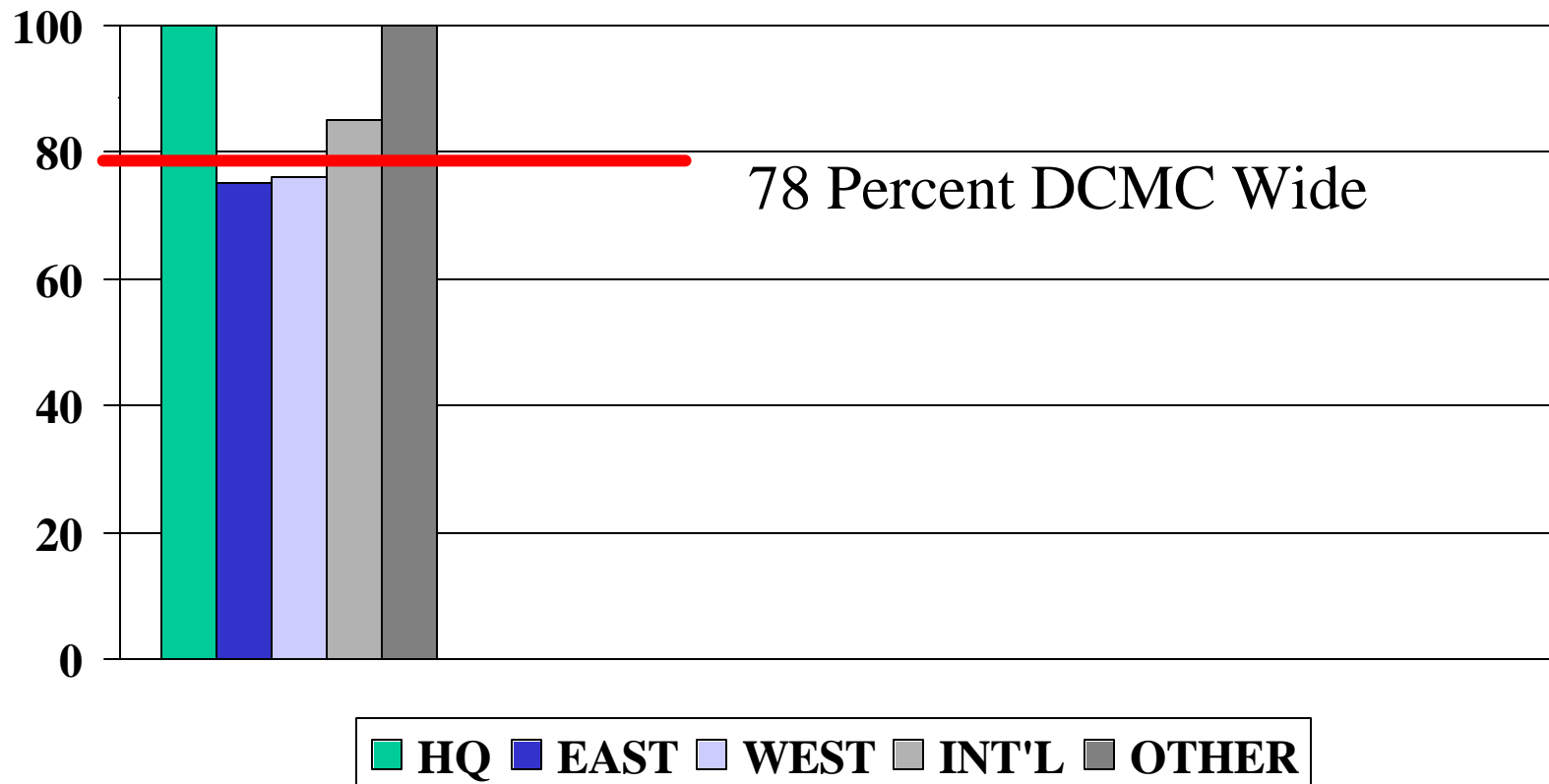
3.2.4 - Internal Customer System

- **Performance Goal Description: Improve 7 of the top 10 Areas for Improvement identified through the FY 97 Internal Customer Measurement**

- **FY99 Goal/Target: same**

- **Current Status: Yellow**

- **Progress to Date (based on IOAs & Quarterly Progress Reports):**
  - **Uneven progress meeting locally established milestones**
  - **No follow-through at some CAOs**

- **Anticipated problems: Varying degrees of Commander support; Understanding appropriate design for improvements (Addresses root causes & systems/processes? Is improvement action sustainable?)**

- **Prediction of EOY Status: Red**